A QUALITY OF WORK LIFE ASSESSMENT OF UNITED STATES ARMY AND NAVY DIETITIANS

BY

SUSAN GAIL WOODS

Bachelor of Science in Home Economics

Texas Tech University

Lubbock, Texas

1987

Submitted to the Faculty of the
Graduate College of the
Oklahoma State University
in partial fulfillment of
the requirements for
the Degree of
MASTER OF SCIENCE

December, 1992

A QUALITY OF WORK LIFE ASSESSMENT

OF UNITED STATES ARMY AND

NAVY DIETITIANS

Thesis Approved:

Lee L Rhea
Thesis Adviser

U M Wade

Jerrold Strong

Thomas C. Collins
Dean of the Graduate College

ACKNOWLEDGMENTS

My special thanks go to my parents, Dr. Edward and Norma Woods, for their continual encouragement and understanding, and for instilling in me the desire to strive for higher education and the confidence to push my limits.

I wish to express my sincere appreciation to my major advisor, Dr. Lea Ebro, for her encouragement and assistance throughout my graduate work. I am also grateful to the Department of Nutritional Sciences for the opportunity to work as a graduate assistant during my graduate program, and for their assistance and support throughout my participation in Operation Desert Storm.

I would like to thank Dr. Jerrold Leong, Associate Professor, School of Hotel and Restaurant Administration, and Dr. William Warde, Professor, Statistics Department, for their knowledge, expertise, and valuable assistance throughout the research process.

And my thanks goes to Jeff Sutton for being patient and supportive when my time was consumed by working on this thesis.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER I

INTRODUCTION

Since the late 1960's, organizations have been focusing on quality of working life (QWL) and the effects it has on the optimal functioning of organizations. The studies have taken different approaches, from focusing solely on job satisfaction to the broader scope of QWL. The 1970's saw the emergence of quality of work life, because work was unsatisfying and empty for many people (Scobel, 1980). For some employees, this continues today. Since time at work represents a significant amount of the worker's day, organizations began trying to improve the quality of this time.

For organizations, though, the enhancement of this time spent at work is not solely for the worker's benefit, so that he/she might enjoy the part if his/her day that he/she spends in the work place. For organizations, improving an employee's perception of his/her job and the time spent there can improve productivity, reduce turnover, improve organization loyalty, and reduce the need for union representation of the employees (Balch & Blanck, 1989). All of these help the organization be more productive and potentially more profitable and able to function at optimal

levels. According to Richard Walton, QWL encompasses many areas, including: job satisfaction, adequate and fair compensation, a safe and healthy work environment, opportunities to use and develop skills, opportunities for advancement, social integration, protection of worker rights, a balance between work and social life, and social relevance (Heyel, 1982).

Research has been conducted since the 1960's to determine the quality of work life of employees in manual labor, white collar jobs, the medical and allied fields, including the dietetics profession. The research on dietitians has included national studies, state-specific studies, and area of practice in dietetics, such as clinical, administrative, community and business and industry. Limited research, though, has been published about the quality of work life or job satisfaction of dietitians in the armed forces (Air Force, Army, and Navy).

Military dietitians are unique because they have added military duties in addition to their responsibilities as dietitians. These additional duties include war-time training, war-time readiness responsibilities, time commitments, job transfers, and lack of control over job changes. As officers, they also have a large leadership role and often have supervisory responsibilities at very early times in their careers. It is not unusual for a recently registered dietitian to be the only dietitian at a small hospital and responsible for supervising all food

service personnel. This uniqueness makes it difficult to generalize information from other surveys completed by civilian dietitians.

Purpose and Objectives

The purpose of this research was to determine the quality of work life of dietitians in the armed forces of the United States, specifically Army and Navy, hereafter referred to as military dietitians. Air Force dietitians were excluded due to lack of approval by Air Force officials. The Marine Corp does not commission dietitians in this capacity, so they could not be included in the study. Specific objectives include:

1. To determine whether variables, such as age, sex, marital status, rank, highest degree obtained, position title, number of personnel supervised, interaction with co-workers, and the organization environment, affect the perception of quality of work life of military dietitians.
2. To compare the quality of work life of dietitians in the Army and Navy.

Information gained from this research can hopefully expand understanding of QWL of dietitians based on various factors, assist those involved in shaping the quality of work life of military dietitians, and assist the dietitians themselves to

maximize the quality of work life of dietitians in the military.

Hypotheses

Sixty-four (64) null hypotheses were postulated for this study:

H_1 - There will be no significant difference in the importance level (high or low) of Perception of Yourself of military dietitians based on personal variables.

1. sex
2. age
3. race
4. marital status
5. years in practice

H_2 - There will be no significant difference in the importance level (high or low) of Perception of Self of military dietitians based on military variables.

1. rank
2. location of assignment
   a. United States
   b. Overseas
3. branch of service
4. supervisor's position
   a. United States
   b. Overseas
5. years in service
6. expected years in service

H_3 - There will be no significant difference in the importance level (high or low) of Perception of Self of military dietitians based on selected job variables.

1. number of other dietitians at facility
2. size of hospital
3. job title
4. time in current position

H4 - There will be no significant difference in the importance level (high or low) of Perception of Self of military dietitians based on education variables.

1. education level
2. route to registration
3. type of internship (if applicable)

H5 - There will be no significant difference in the current status (good or bad) of Perception of Self of military dietitians in relation to personal variables listed in H1.

H6 - There will be no significant difference in the current status (good or bad) of Perception of Self of military dietitians in relation to selected military variables listed in H2.

H7 - There will be no significant difference in the current status (good or bad) of Perception of Self of military dietitians in relation to job variables listed in H3.

H8 - There will be no significant difference in the current status (good or bad) of Perception of Self of

military dietitians in relation to selected education variables listed in H4.

H9 _ There will be no significant difference in the importance level (high or low) of Perception of Current Job of military dietitians based on personal variables as listed in H1.

H10 - There will be no significant difference in the importance level (high or low) of Perception of Current Job of military dietitians based on military variables as listed in H2.

H11 - There will be no significant difference in the importance level (high or low) of Perception of Current Job of military dietitians based on selected job variables as listed in H3.

H12 - There will be no significant difference in the importance level (high or low) of Perception of Current Job of military dietitians based on education variables as listed in H4.

H13 - There will be no significant difference in the current status (good or bad) of Perception of Current Job of military dietitians in relation to personal variables listed in H1.

H14 - There will be no significant difference in the current status (good or bad) of Perception of Current Job of military dietitians in relation to selected military variables listed in H2.

H15 - There will be no significant difference in the current status (good or bad) of Perception of Current Job of military dietitians in relation to job variables listed in H3.

H16 - There will be no significant difference in the current status (good or bad) of Perception of Current Job of military dietitians in relation to selected education variables listed in H4.

H17 - There will be no significant difference in the importance level (high or low) of Perception of Working Relationships of military dietitians based on personal variables as listed in H1.

H18 - There will be no significant difference in the importance level (high or low) of Perception of Working Relationships of military dietitians based on military variables as listed in H2.

H19 - There will be no significant difference in the importance level (high or low) of Perception of Working Relationships of military dietitians based on selected job variables as listed in H3.

H20 - There will be no significant difference in the importance level (high or low) of Perception of Working Relationships of military dietitians based on education variables as listed in H4.

H21 - There will be no significant difference in the current status (good or bad) of Perception of Working

Relationships of military dietitians in relation to personal variables listed in H1.

H22 - There will be no significant difference in the current status (good or bad) of Perception of Working Relationships of military dietitians in relation to selected military variables listed in H2.

H23 - There will be no significant difference in the current status (good or bad) of Perception of Working Relationships of military dietitians in relation to job variables listed in H3.

H24 - There will be no significant difference in the current status (good or bad) of Perception of Working Relationships of military dietitians in relation to selected education variables listed in H4.

H25 - There will be no significant difference in the importance level (high or low) of Perception of Manpower Development of military dietitians based on personal variables as listed in H1.

H26 - There will be no significant difference in the importance level (high or low) of Perception of Manpower Development of military dietitians based on military variables as listed in H2.

H27 - There will be no significant difference in the importance level (high or low) of Perception of Manpower Development of military dietitians based on selected job variables as listed in H3.

H28 - There will be no significant difference in the importance level (high or low) of Perception of Manpower Development of military dietitians based on education variables as listed in H4.

H29 - There will be no significant difference in the current status (good or bad) of Perception of Manpower Development of military dietitians in relation to personal variables listed in H1.

H30 - There will be no significant difference in the current status (good or bad) of Perception of Manpower Development of military dietitians in relation to selected military variables listed in H2.

H31 - There will be no significant difference in the current status (good or bad) of Perception of Manpower Development of military dietitians in relation to job variables listed in H3.

H32 - There will be no significant difference in the current status (good or bad) of Perception of Manpower Development of military dietitians in relation to selected education variables listed in H4.

H33 - There will be no significant difference in the importance level (high or low) of Perception of Co-Workers of military dietitians based on personal variables as listed in H1.

H34 - There will be no significant difference in the importance level (high or low) of Perception of Co-Workers

of military dietitians based on military variables as listed in H2.

H35 - There will be no significant difference in the importance level (high or low) of Perception of Co-Workers of military dietitians based on selected job variables as listed in H3.

H36 - There will be no significant difference in the importance level (high or low) of Perception of Co-Workers of military dietitians based on education variables as listed in H4.

H37 - There will be no significant difference in the current status (good or bad) of Perception of Co-Workers of military dietitians in relation to personal variables listed in H1.

H38 - There will be no significant difference in the current status (good or bad) of Perception of Co-Workers of military dietitians in relation to selected military variables listed in H2.

H39 - There will be no significant difference in the current status (good or bad) of Perception of Co-Workers of military dietitians in relation to job variables listed in H3.

H40 - There will be no significant difference in the current status (good or bad) of Perception of Co-Workers of military dietitians in relation to selected education variables listed in H4.

H41 _ There will be no significant difference in the importance level (high or low) of Perception of Work Friends and Mentors of military dietitians based on personal variables as listed in H1.

H42 - There will be no significant difference in the importance level (high or low) of Perception of Work Friends and Mentors of military dietitians based on military variables as listed in H2.

H43 - There will be no significant difference in the importance level (high or low) of Perception of Work Friends and Mentors of military dietitians based on selected job variables as listed in H3.

H44 - There will be no significant difference in the importance level (high or low) of Perception of Work Friends and Mentors of military dietitians based on education variables as listed in H4.

H45 - There will be no significant difference in the current status (good or bad) of Perception of Work Friends and Mentors of military dietitians in relation to personal variables listed in H1.

H46 - There will be no significant difference in the current status (good or bad) of Perception of Work Friends and Mentors of military dietitians in relation to selected military variables listed in H2.

H47 - There will be no significant difference in the current status (good or bad) of Perception of Work Friends

and Mentors of military dietitians in relation to job variables listed in H3.

H48 - There will be no significant difference in the current status (good or bad) of Perception of Work Friends and Mentors of military dietitians in relation to selected education variables listed in H4.

H49 _ There will be no significant difference in the importance level (high or low) of Perception of Informal Network of military dietitians based on personal variables as listed in H1.

H50 - There will be no significant difference in the importance level (high or low) of Perception of Informal Network of military dietitians based on military variables as listed in H2.

H51 - There will be no significant difference in the importance level (high or low) of Perception of Informal Network of military dietitians based on selected job variables as listed in H3.

H52 - There will be no significant difference in the importance level (high or low) of Perception of Informal Network of military dietitians based on education variables as listed in H4.

H53 - There will be no significant difference in the current status (good or bad) of Perception of Informal Network of military dietitians in relation to personal variables listed in H1.

H54 - There will be no significant difference in the current status (good or bad) of Perception of Informal Network of military dietitians in relation to selected military variables listed in H2.

H55 - There will be no significant difference in the current status (good or bad) of Perception of Informal Network of military dietitians in relation to job variables listed in H3.

H56 - There will be no significant difference in the current status (good or bad) of Perception of Informal Network of military dietitians in relation to selected education variables listed in H4.

H57 - There will be no significant difference in the importance level (high or low) of Perception of Organization's Environment of military dietitians based on personal variables as listed in H1.

H58 - There will be no significant difference in the importance level (high or low) of Perception of Organization's Environment of military dietitians based on military variables as listed in H2.

H59 - There will be no significant difference in the importance level (high or low) of Perception of Organization's Environment of military dietitians based on selected job variables as listed in H3.

H60 - There will be no significant difference in the importance level (high or low) of Perception of

Organization's Environment of military dietitians based on education variables as listed in H4.

H61 - There will be no significant difference in the current status (good or bad) of Perception of Organization's Environment of military dietitians in relation to personal variables listed in H1.

H62 - There will be no significant difference in the current status (good or bad) of Perception of Organization's Environment of military dietitians in relation to selected military variables listed in H2.

H63 - There will be no significant difference in the current status (good or bad) of Perception of Organization's Environment of military dietitians in relation to job variables listed in H3.

H64 - There will be no significant difference in the current status (good or bad) of Perception of Organization's Environment of military dietitians in relation to selected education variables listed in H4.

Assumptions and Limitations

Since this study is limited to dietitians in the Army and Navy, results can not be considered representative of all dietitians, military or civilian. It is assumed that respondents completed the survey based on their actual work situation, not based on their perception of an ideal work situation. It is also assumed that respondents adequately understood the questionnaire and were able to complete it

accurately. It is further assumed that the dietitians completing and returning the survey will be a representative sample of military dietitians, and that both the Army and Navy received adequate representation, realizing that the Army has more dietitians than the Navy. Since the dietitians surveyed only represent the Army and Navy, and the Navy does not have an internship program, the interns will be excluded from the survey, since they could skew results due to their perceptions not being representative of full-time dietitians.

Limitations of this study are the number of dietitians eligible to complete the questionnaire, because there are less than 300 dietitians commissioned in the armed services and only 110 dietitians in the Army and Navy combined, at this time. The average return rate of 30 to 70 percent will further limit the number of respondents. This limitation is controlled to some extent by utilizing dietitians from as many branches of military service as possible. A second mailing of the survey may help improve the number of respondents by extending return time and catching people who might have been on vacation or changing jobs at the time of the first mailing. Also, the various roles or job titles of military dietitians will decrease the number in each area of dietetics practice. Each branch of military service has a different mission, so the role of the dietitians in each branch of service will be slightly different, especially with respect to additional duties. This may affect

generalizations about the dietitians of the armed forces versus generalizations about the specific branch of service. Also, with regular transfers being a common aspect of military jobs, the respondent's may be influenced positively or negatively about the total QWL of military dietetics based on their perceptions about the specific assignment and job that they now hold.

Definition of Terms

Approved Professional Practice Program (AP4) - route to dietetic registration incorporating work experience.

Civilian dietitian - dietitian not in service to the military, specifically not an officer in the Army, Air Force, or Navy

CONUS - military abbreviation for continental United States

Co-workers - individuals that have direct working relationships with the respondent

Coordinated Undergraduate Program (CUP) - A route to dietetic registration that incorporates undergraduate work with work experience. This has now been changed to CP to include graduate programs also.

Current Job - the position, including duty title and location that the dietitian presently is functioning in

Informal network - methods of obtaining information or assistance that do not follow organization-sanctioned channels

Manpower Development - methods the organization uses to recruit and develop its employees, and the way it treats its employees

Mentors - individuals in the organization who assist the respondent in professional development

Military dietitian - an officer in the armed forces functioning specifically as a dietitian or with the specialty code of a dietitian (AFSC 9211 or 9216 in Air Force)

Organization's Environment - resources and perks provided by the organization for its employees

Perception - insight or intuition, mental grasp of qualities by means of the senses

Quality of work life - a perception, involving qualities from within a person; "a state or condition of work life that employees experience within their organization" (Balch & Blanck, 1989, p. 44)

Rank - based on the military promotion system, with O=officer, and number ratings with 1=lowest

RIF - reduction in force; military abbreviation for downsizing the organization; lay-offs

Service - the department of the military that the respondent work for, i.e. Air Force, Army, Navy

Work friends - individuals employed by the same organization that the respondent has some type of personal relationship with

Working Relationships - relationships in the vertical or horizontal organization structure

Years in service - the number of years that the dietitian has worked for the United States government in a military capacity

CHAPTER II

REVIEW OF THE LITERATURE

Quality of Work Life

Quality of work life (QWL) has become a focus of organizations since the 1960's. The 1970's saw the emergence of the quality of work life movement, because the nature of work life is unsatisfying, and there is emptiness in work life for many people (Scobel, 1980). Improving the QWL benefits the employee and the employer through providing a more positive work environment and, in turn, increasing productivity and loyalty. Realizing this, General Motors began their QWL program in 1969 (Fuller, 1980). Over the course of more than 20 year period, however, a definite definition of QWL has not emerged.

There are as many different definitions of QWL as there are different authors and researchers in this area. This is partly because people from different subcultures and lifestyles have different definitions of high QWL (Heyel, 1982). Each employee, manager and organization will have a different definition based on his or her personal values and views of what work life should be. Another reason for the difficulty in defining QWL is that it is subjective and can not be measured (Nadler, 1981). Anything that is not

objective, or concrete is difficult to define because it is based on perceptions rather than fact. QWL falls into this category, so it is difficult to identify or measure. QWL is associated with levels of stress, health, morale of employees, job motivation, salary, and employee pride and ownership of the organization (Balch & Blanck, 1989). If any one of the factors is out of balance, an employee may perceive poor QWL. The basis for QWL is that employees have the right to actively participate in solving organizational problems (Balch & Blanck, 1989). This is different from the older approach where management "solved" the problems and the information trickled down to employees.

One catch with QWL is that many employees do not expect to enjoy their job, they simply work for the income. 'Economic Man' is a rational, creative man who uses his reason primarily to calculate exactly how much satisfaction he may obtain from the smallest amount of effort (Kahn, 1972). This attitude leaves management responsible for establishing and enforcing standards of job performance, and basically ignores the role that employees can play in making organization policy. In a review of surveys of job satisfaction, it was found that few employees are extremely satisfied or extremely dissatisfied with their jobs (Kahn, 1972). Overall, employees appear to be fairly neutral in their feelings toward their present employment situation, which can lead to low loyalty to the organization and high turnover. Part of the reason for employees' neutrality

about their jobs may be the reasons why they work. People who work for volunteer organizations do so because they receive a type of personal satisfaction from helping others or accomplishing their job. Many people in the competitive workforce, however, work for survival, or an income. Working solely for survival leaves the organization with few areas to improve besides salary.

Brown feels that 'satisfaction' does not mean pride in one's job, the feeling of having accomplished something, or even the regard of others; it refers to money (Brown, 1954). Money is a motivator for some people, while others may be more motivated by self-satisfaction, autonomy, or many other factors that do not involve monetary rewards. It is important that employees are able to communicate their personal motivators to management, so that management can be aware of the most effective forms of reward and motivation for their employees. One of the benefits of QWL is that it can help improve the communication between employees and management (Balch & Blanck, 1989), so that management can understand why employees are working, and how the organization can better meet the employees' needs. In working to meet these needs, organizations hope to receive loyalty and improved productivity from their employees.

Definitions of Quality of Work life

Because it is difficult to define quality of work life (QWL), reviewing some published definitions may be helpful

in explaining our view beyond personal perceptions. For General Motors, a forerunner in the establishment of QWL programs, the purpose of the QWL process is to make work effective, challenging, and involving for the employee (Fuller, 1980). To accomplish this, QWL is an opportunity for employees at all levels to influence their working environment (Glaser, 1976). So, employee involvement and influence is a critical element of QWL.

Along these same lines, David Balch, author of the questionnaire used in this study, defines QWL as the state or condition of work life that employees experience within their organization; a perception. QWL involves qualities that come from within the person, interactions between the person and the work, relationships with co-workers, and the broader work environment or organization (Balch & Blanck, 1989). Because QWL evaluations come from inner feelings about the workplace, people working under the same conditions may perceive QWL very differently. So, QWL is an employee's perception of his/her work environment.

QWL is also seen as a process (Tuttle, 1982 & Fuller, 1980) of using resources effectively, understanding needs of others and being responsive to those needs (Fuller, 1980). Richard Walton provided the first comprehensive definition of QWL in the Harvard Business Review. He felt that QWL encompassed eight categories: 1) adequate and fair compensation, 2) safe and healthy work environment, 3) workers being able to use and develop their skills, 4)

workers having an opportunity for advancement, 5) social integration, 6) protection of their rights, 7) balance between their work and social life, and 8) social relevance. (Heyel, 1982 & Huse and Cummings, 1985 & Lippitt, 1978) To summarize some of these ideas, an integrated view of QWL focuses on characteristics of: 1) the organization, 2) the work place, and 3) the work itself that influence employee satisfaction, well-being, and behavior on and off the job (Lawler & Mirvis, 1981).

Bohlander (1979) states that QWL innovations are intended to satisfy the intrinsic needs of employees. Some popular QWL programs include: flextime, job enrichment, management by objectives, staggered hours, sociotechnical systems, job rotation, and job enlargement, which help satisfy the employee's need to have some control over organization policies and allows them the opportunity to grow in the job. QWL designates a group of ideas and practices aimed at involving workers in making the organization successful (Sweeney, 1982). QWL incorporates employee involvement in the organization from the decision-making process to the development of the individual job.

QWL is concerned with improving the workplace, bringing improved humanity into the work situation, and creating an environment where employees will find work personally satisfying and economically rewarding (Nadler, 1981). The definition proposed by the American Society for Training and Development is that QWL is a process for work organizations

which enables its members at all levels to actively participate in shaping the organization's environment, methods, and outcomes. Ted Mills states, "QWL is an attempt to provide people at work with structured opportunities to become actively involved in a new interpersonal process of problem solving toward both a better way of working and a more effective work organization, the payoff from which includes the best interests of employees and employers in equal measure" (Tuttle, 1982,p. 6).

QWL dimensions include overall organizational feelings and commitment, compensation issues, job security, management (policies), relations with the immediate supervisor, advancement issues, co-worker and interpersonal relations, the job itself (characteristics, demand, satisfaction) (Bowditch & Buono, 1982). By making the work place a pleasant environment that employees enjoy being in, the QWL of the organization increases. This value-based process is aimed toward meeting the twin goals of enhanced effectiveness of the organization and improved quality of work life at work for employees (Skrovan, 1980, p. 29).

To summarize these definitions into one succinct statement is impossible. But in piecing together the main points of many of the authors, the researcher has developed the following definition. QWL is a process that allows employee involvement and influence in shaping the organization, its mission, the workplace, and the work itself. It is intended to satisfy the intrinsic needs of

employees, as assessed by their perceptions and should benefit the employer by increasing productivity.

Job Satisfaction

Although QWL is more than just job satisfaction, job satisfaction is a major indicator of QWL and was a main focal point for early QWL research. It is found in jobs where there is little difference between the extent to which a worker thinks a particular need fulfilling condition should be present and the extent to which it is actually present in the job (Porter, 1961). Job satisfaction can be defined in terms of the extent to which a job fulfills an individual's psychological needs (Porter, 1961). This goes beyond monetary rewards.

Satisfaction with a job can be considered present when the job contains: task identity, skill variety, task significance, autonomy, and feedback (Hackman & Oldham, 1975). By focusing on job satisfaction, organizations can benefit from a decrease in absenteeism, turnover, accident rates, and the mental well being of their employees (Lawler & Ozley, 1979). But it has been found that commitment to an organization is a better indicator of turnover than job satisfaction, itself (DeMicco & Olsen, 1988). Job satisfaction plays an important role in implementing QWL in an organization, but it is not the only factor that must be considered.

Personal Factors

Because QWL is defined differently by different people, focusing on personal factors, such as education and age can be helpful in determining the level of QWL. Past research has found that increased education generally leads to lower satisfaction with pay (Klein & Maher, 1966). This difference may be due to the fact that better educated workers have higher expectations for what they could be making at another job (Klein & Maher, 1966). These employees may also have greater opportunities for job transfers that improve pay, than those with less education, which gives them the opportunity to speculate about potential in other jobs. Besides education, age also appears to have some impact on an employee's perception of satisfaction with the job. In a study done by Carrell and Elbert (1974), older workers were found to have higher satisfaction levels than younger workers. Personal factors can be used to predict an employees satisfaction with his/her job, but they are based on generalizations.

Effective Programs

With QWL's 20 year history, there have been several programs implemented to improve the QWL of various organizations. It is helpful to review these success stories in order to implement and evaluate a successful program and to determine why various organizations or

professions have high or low QWL. In order to implement effective QWL programs, organizations should avoid areas that almost insure program failure. These include: negative attitude from management, union influence to hamper the program, and restrictiveness of the industrial engineering department (Bohlander, 1979). Some basic principles that have been developed from previous QWL programs, including the General Motors program at Tarryton, are (Guest, 1979):

1. Management must be competent at running the business at a profit

2. The union should be strong and membership should trust the leadership

3. Management should be the first to initiate change

4. QWL is not used to circumvent labor-management agreement

5. Top management and union officials support the QWL program

6. Middle management and front-line managers are involved in the change

7. QWL is not used to speed up the pace to increase productivity

8. The program should be voluntary for participants

9. The program should be flexible and start on a small scale

10. Any misunderstandings in the development process should be solved prior to continuing the program

11. There should be opportunities for employees to communicate and participate in problem solving

12. The QWL efforts must be on-going and able to continue regardless of changes in personnel

Taking time in the implementation process to deal with potential problems, can affect how smoothly QWL initiatives will be enacted, and how willingly the employees and lower level management will accept the new program. If there is not support for QWL programs from the lowest levels of the organization, the program is likely to fail no matter how much energy or money is put into making the program work.

Benefits

There are many benefits from striving to achieve high QWL that help both the employee and the employer. High QWL can increase productivity (Bowditch & Buono, 1982 & Balch & Blanck, 1989) and loyalty, morale, encourage cost saving suggestions, and decrease/eliminate the need for union representation (Balch & Blanck, 1989). Employees' attitudes, job satisfaction and organizational commitment have been shown to influence turnover and retirement (DeMicco & Olson, 1988). Turnover is an especially serious problem for food service organizations, leading to significantly increased cost for training new, inexperienced employees. To link an individual to the organization, or increase organization loyalty, employees need to receive work-related achievement satisfaction (Brown, 1954). On the other hand, poor QWL can affect organizational performance, as indicated by increasing absenteeism, worker turnover and

withdrawal from work, sabotage, and high administrative cost (Balch & Blanck, 1989). High QWL positively affects organizations by encouraging employees to perform at their optimal level, while low QWL negatively affects them by not providing employees with the motivation to put forth maximum effort.

Results of Previous Studies

Many studies have focused on QWL in various industries and professions. To summarize these, it may be helpful to review the results of various studies.

Two studies reviewed, focused on the changes in job satisfaction over a 10 year period. It was found that most workers were moderately well satisfied with their jobs, and there was no substantial evidence that the level of job satisfaction has declined during the decade (Sheppard & Herrick, 1972). Another study, though, found that over approximately the same 10 year period, there has been a slight trend toward decreasing levels of job satisfaction (Smith, Roberts & Hulin, 1976). Although these two studies contradict each other on whether job satisfaction has stayed the same or decreased, neither study seems to indicate a significant trend in decreasing job satisfaction over this period.

Going beyond general job satisfaction and testing whether this overall satisfaction has encouraged people to stay at a particular organization is necessary. DeMicco

found that there was no statistical relationship between work satisfaction and organizational commitment as correlated with time of retirement (DeMicco & Olsen, 1988). People do not appear to be satisfied with their jobs to the point where they would retire later in their career simply due to high satisfaction with the job. This is evidenced by the fact that highly committed employees will be less likely to leave their jobs (DeMicco & Olsen, 1988), because people who are satisfied with their job usually do not feel that they could be more satisfied elsewhere. DeMicco did find that intrinsic satisfaction for employees was correlated with organizational commitment and a desire to remain with the same organization.

Overall, employees in this day and age seem to be less than satisfied with their employment and participate in regular job moves. A study conducted in 1978, found that the median job tenure for all workers was only 3.6 years, and that only 25% of the people employed at this time had been at the same job for more than 10 years (Sekscenski, 1979). One of the goals for organizations, that QWL can help meet, is to keep good employees on the payroll. It does not appear that many organizations have succeeded in doing this in the past.

Summary of Quality of Work Life

The focus on QWL has been growing for over 20 years, and pressure for measuring and improving QWL will continue

in the future (Balch & Blanck, 1989). It is difficult to succinctly define QWL, because it is based on subjective factors, but a general concept is required for effective functioning of a business. For QWL to become a priority in a organization, upper management must create policy statements that emphasize QWL's strategic importance and the need to measure it (Balch & Blanck, 1989). They must also review past effective programs to determine the best method for implementing an effective program. Some have defined QWL as job satisfaction, but in reality, this is only a small part of the total concept. Although QWL will continue to grow and become more important, it can not be used as a "panaceas to organizational problems. Rather, such efforts can only serve to identify some major concerns and point to areas that require attention" (Bowditch, 1982, p. 133). Employers must then take this information and, with employee input and involvement, make improvements in the organization.

Quality of Work Life of Dietitians

Studies focusing on various aspects of QWL have been done with dietitians for over 20 years. The studies have varied from nation-wide to location specific to expertise specific. A short summary of some of this research follows.

Tansiongkun & Ostenso (1968)

In 1968, Wisconsin hospital dietitians who were members of the American Dietetic Association were surveyed to assess how well their psychological needs were met by their jobs. Maslow's hierarchy of needs was used as a basis for determining the psychological needs. It was found that there was a trend toward greater job satisfaction with increasing management level.

Browski & Cook (1978)

In 1978, Browski & Cook surveyed job satisfaction among medical dietitians with physical therapists, occupational therapists, and medical technicians. All of those surveyed were recent graduates of Ohio State Allied Medical Professions, Ohio State University. The research project used Job Descriptive Index, developed by Smith, et al (1976). The study findings were that dietitians had the lowest total satisfaction, they were least satisfied with all job facets studied except pay, and their scores were in the bottom third of all professionals surveyed who had similar educational levels, as compared to national norms.

Myrtle (1978)

Myrtle conducted some research in 1978, on job satisfaction (like vs. dislike) of California dietitians at a conference. There were 47 administrative dietitians, 15

clinical dietitians and seven dietitians falling into the "other" category. The study found that these dietitians most liked patient interaction or working with people, but they disliked managing people and performing routine duties, and clinical dietitians disliked their lack of status. The survey also asked the dietitians to state their toughest problem at work. The administrative dietitians stated that it was managing time effectively and the clinical dietitians said it was gaining status.

Vermeersch, Feeney, Wesner, and Dahl (1979)

In 1979, Vermeersch, et al, studied public health nutritionists in California to determine productivity improvement and job satisfaction. It was found that these nutritionists experienced less satisfaction and more stress than other groups, and that they had more discomfort than comfort in their jobs.

Calbeck, Vaden & Vaden (1979)

In 1979, Calbeck, Vaden and Vaden studied the demographics versus job satisfaction versus work values of hospital dietitians from the midwest United States. They compared the dietitians with food service workers. The dietitians had greater overall job satisfaction, directors more satisfied with their jobs, with generalists falling in next, and closely followed by clinical and administrative dietitians.

McNeil, Vaden & Vaden (1981)

McNeil, Vaden and Vaden studied job satisfaction of hospital food service directors in 1981. The sample population consisted of 143 males and 156 females. There appeared to be no significant difference between males and females in job satisfaction. Department directors found their work relatively satisfying. There was higher satisfaction for dietitians versus non-dietitians, and those who were more satisfied included those who worked in large hospitals, were older in age, and were administrators with more experience.

Agriesti-Johnson & Broski (1982)

In 1982, Agriesti-Johnson and Broski studied job satisfaction of dietitians in the United States, using the Job Descriptive Index (JDI). The JDI scores were low for dietitians with little significant difference between the types of dietitians. There was no difference found in the JDI scores with respect to marital status, age, years in present position, current employment status, place of employment, or the level and types of responsibilities. Dietitians falling under the "other" category were more satisfied with work than clinical dietitians or generalists and community dietitians were more satisfied with their work than generalists. Clinical dietitians were more satisfied with the supervision they received than "other" dietitians,

consultants or teachers. Consultants were more satisfied with pay than clinical dietitians or researchers, and "other" dietitians were more satisfied with opportunities for promotion than clinical dietitians or researchers. Overall, dietitians were more satisfied with their supervision and least satisfied with their opportunities for promotion.

Leche (1984)

In an unpublished study conducted in 1984, by Leche, the QWL of dietitians with management responsibilities in health care delivery systems was studied. Results of the research were that consultants, "others", and directors thought more positively about work than generalist dietitians, and older dietitians were more content with their current pay and benefits.

Taylor (1984)

Marcella Taylor conducted a survey of 600 members of the American Dietetic Association practice group, "Dietitians in Business and Industry". From the 184 usable responses, it was found that these dietitians were satisfied with pay and benefits, males were more satisfied with pay, these dietitians were happy with their supervision, and were least satisfied with opportunities for promotion.

Rehn, Stallings, Wolman, and Cullen (1989)

In 1989, Rehn, Stallings, Wolman, and Cullen studied the job satisfaction of South Carolina dietitians using the Job Descriptive Index (JDI) and the Job in General (JIG). A total of 409 members of the South Carolina Dietetic Association were surveyed, with 171 surveys being returned and usable. The research found that the JIG had the highest mean score, followed by supervision, people, work, pay, and promotion.

The rankings of the JDI were similar to the Agriesti-Johnson studied mentioned earlier. There were significant differences found in the JDI categories for salary, years in present job, job title, and number of individuals supervised. Dietitians who earned larger salaries were significantly more satisfied with pay, consultants and administrators were significantly more satisfied with pay, while community dietitians were significantly more satisfied with supervision. The survey also found that South Carolina dietitians were least satisfied with opportunities for promotion.

Liu (1992)

In an unpublished thesis of 1992, by Yuan-An Liu, Oklahoma dietitians were surveyed using basically the same survey as the one used in this study. One hundred and thirty-two dietitians responded to the survey, and it was found that Oklahoma dietitians felt that friends and

mentors, manpower development, and general work environment were very important to their jobs. Those with lower salaries and working in smaller hospitals had decreased perception of QWL.

Summary of Quality of Work Life of Dietitians

Overall, it appears that dietitians fall into the "not extremely satisfied" or "dissatisfied" category of workers. QWL appears to have improved slightly over the 16 year period reported here, but dietitians' QWL is definitely not optimal.

No studies have been published on the QWL of military dietitians of any of the armed services for the United States. With their added responsibilities, QWL could decrease due to extra stress, or it could increase due to increased pay and benefits, along with increased status based on their ranks.

CHAPTER III

METHODS AND PROCEDURES

Several studies have been completed on the quality of work life of dietitians, but little information is available on the QWL of military dietitians. The purpose of this study was to determine the QWL of dietitians in the armed forces, specifically the Army and Navy.

Research Design

The descriptive status quo survey was the design utilized in this research. Descriptive studies include survey research and describe the state of nature at a point in time (Monsen & Cheney, 1988). It attempts to discover a relationship between existing variables (Best, 1981). Surveys are used to describe and quantify characteristics of a defined population and obtain a statistical profile of that population (Monsen & Cheney, 1988).

Population & Sample

The sample included all military dietitians in the Army and Navy. The Marines were not included, because they do not commission dietitians. The Air Force chose not to participate in the study due to a time conflict with another

survey which they were sending out. After the significant deletion of the Air Force dietitians, a total of 110 dietitians, 46 from the Navy and 64 from the Army, were sent the questionnaire.

Data Collection

Planning and Development

Planning and development began in the summer of 1991 and continued through the fall of 1991. The instrument was chosen at this time and the data collection procedures were determined. Analysis techniques were also selected at this time. Difficulty was found in defining QWL, since there is no standard definition, and thus there is no standardized questionnaire.

Instrumentation

Several instruments were considered in the process of choosing a questionnaire for this study. JDI was considered, since it had been used in at least two studies on QWL of dietitians, but due to cost and age of the survey, the newer survey from Rio Hondo College was chosen.

The research instrument consists of two parts: Part I contains questions about the respondent and Part II contains statements to measure the quality of work life. The first part was developed by the researcher to be customized for military dietitians. It was necessary to determine the

similarities and differences between the dietitians, themselves, so that comparisons could be made among them based on personal factors, military factors, education level, and current job characteristics. Part II was developed and tested by David Balch of Rio Hondo College (Balch & Blanck, 1989). At the time the survey was chosen for this research, the questionnaire had not been used with dietitians. It included statements used to determine the respondent's perception of the QWL in his/her present job.

Areas studied where personal goals, job characteristics, working relationships, organizational characteristics, relationships with co-workers, work friends, the informal network, and the organizational environment. The respondent could rate each of these statements as to how important the statement was to the respondent (high or low importance) and then how well it was met by the respondent's present job (good or bad) as perceived by the respondent. A discussion of pay and benefits was omitted on the questionnaire, because the amount can be estimated based on rank, and the value may change with each duty or job location.

To complete the questionnaire, respondents were first asked to answer questions about their personal background, such as age, rank, level of education, etc. Then the respondents were asked to rate each statement based on its importance to them, whether high (H) or low (L), and the status of that need being met in their present job, whether

good or bad. If the respondent did not feel that the statement applied to him/her or his/her job, then the respondent was to mark the statement as "Not Applicable" (N/A).

Procedure

The survey, including a cover letter, Part I and Part II of the questionnaire, were sent to the head dietitians of the United States Air Force, Army, and Navy for approval and endorsement. The surveys were then sent through the appropriate approval channels before being sent out to the dietitians. This process proved to be the most time consuming and took up to five months for completion.

A cover letter describing the study and providing some instructions was developed for the survey. The cover letter and questionnaire were reproduced on different colored paper for each branch of the service: green for the Army, blue for the Navy, and white for the second mailing.

The mailing of the surveys was handled through the University's Central Mailing Services. The surveys were mailed to the potential respondents in envelopes, with postage provided by the researcher. The respondents then returned the completed surveys by folding the survey into thirds so that the business reply mail address and mailing information for Central Mailing was showing, and stapling the edge of the papers. The 110 questionnaires were mailed in batches, depending on when approval for surveying the

dietitians was received. Each batch of potential respondents was given one month to complete and return the survey. Surveys were mailed and received between February and May of 1992. The Navy had a good return rate, 56 percent, after the first mailing, while the Army only had a 35 percent return rate. Since the response rate for the Army was much lower than that of the Navy after first mailing, a second mailing to the Army dietitians was sent and received between June and August of 1992, which brought the Army response to 54 percent.

Scoring

Scoring the questionnaire was based on a numbering system to assist in evaluating the results using a computer spreadsheet. The first page of the questionnaire, containing personal information, was numerically coded on the survey. The number identifying each response was used to identify each response. The QWL dimensions were scored as follows:

	Points
(H) High importance	2
(L) Low importance	1
(N/A) Not Applicable	0
(G) Good current status	2
(B) Bad current status	1

The total possible points for each section on the QWL part of the questionnaire are as follows:

	Maximum Points
Yourself	40
Current Job	40
Working Relationships	36
Manpower Development	40
Co-workers	40
Work Friends & Mentors	40
Informal Network	40
Organization Environment	40

Data Analysis

Data obtained from the returned questionnaires were assessed based on the aforementioned numbering system, and then entered into a spreadsheet in the Microsoft Excel spreadsheet program (Microsoft, 1992). The 4.0 version contains useful statistical analysis functions that were used to analyze the data. The data were also analyzed by Dr. W. Warde using the SAS computer program (Helwig, 1985). The statistical functions used were sum, mean, histograms/frequency tables, t-test, analysis of variance (ANOVA), and standard deviation. It was decided to use the acceptable probability of $p \leq 0.1$.

The data were analyzed for each set of QWL indicators: Perception of: 1) Yourself, 2) Current Job, 3) Working Relationships, 4) Manpower Development, 5) Co-workers, 6) Work Friends and Mentors, 7) Informal Network, 8) the Organization's Environment. These indicators were compared based on various personal, military, current job, and educational variables.

CHAPTER IV

RESULTS AND DISCUSSION

The purpose of this study was to determine the quality of work life (QWL) of dietitians in the armed forces, specifically the Army and Navy. Data were obtained using the instrument described in Chapter III, "Methods". The questionnaires were mailed to 110 active duty dietitians in the Army and Navy. Total responses from both services was 55.5 percent(N=61), with 56 percent (N=26) from the Navy and 55 percent (N=35) from the Army. Two surveys were eliminated due to only one page of the survey being completed. Fifty-nine questionnaires were usable for analysis.

Characteristics of Armed Forces Respondents

Personal Factors

Personal factors consisted of gender, age, ethnic background, marital status, and years in dietetics practice. Eighty percent (N=47) of the respondents were female, while the remaining 20 percent (N=12) were males. Nineteen percent (N=11) were under 30 years of age, while 50 percent (N=30) were between the ages of 30 to 40 years. The remaining 31 percent (N=18) were between the ages of 41 to

50. Retirement age in the military is after 20 years of service, so many dietitians qualify for retirement around age 42 years. Figure 1 illustrates the age group distribution of the armed forces respondents. Ninety-three percent (N=55) of respondents classified themselves as White, one percent (N=1) classified themselves as Black, and six percent (N=3) classified themselves as Asian. Nineteen percent (N=11) of respondents were single, 70 percent(N=41) were married, and 11 percent (N=7) were divorced. Twenty percent (N=12) had been practicing in the field of dietetics for five years or less, 38 percent(N=22) had been practicing for six to twelve years, and 42 percent(N=25) had been practicing dietetics for over 12 years. Figure 2 illustrates distribution of the years in dietetic practice.

TABLE I

SELECTED PERSONAL VARIABLES OF RESPONDENTS

	N	PERCENT
SEX		
MALE	12	20
FEMALE	47	80
RACE		
WHITE	55	93
NONWHITE	4	7

TABLE 1. (CONTINUED)

	N	Percent
MARITAL STATUS		
NON MARRIED	18	30
MARRIED	41	70

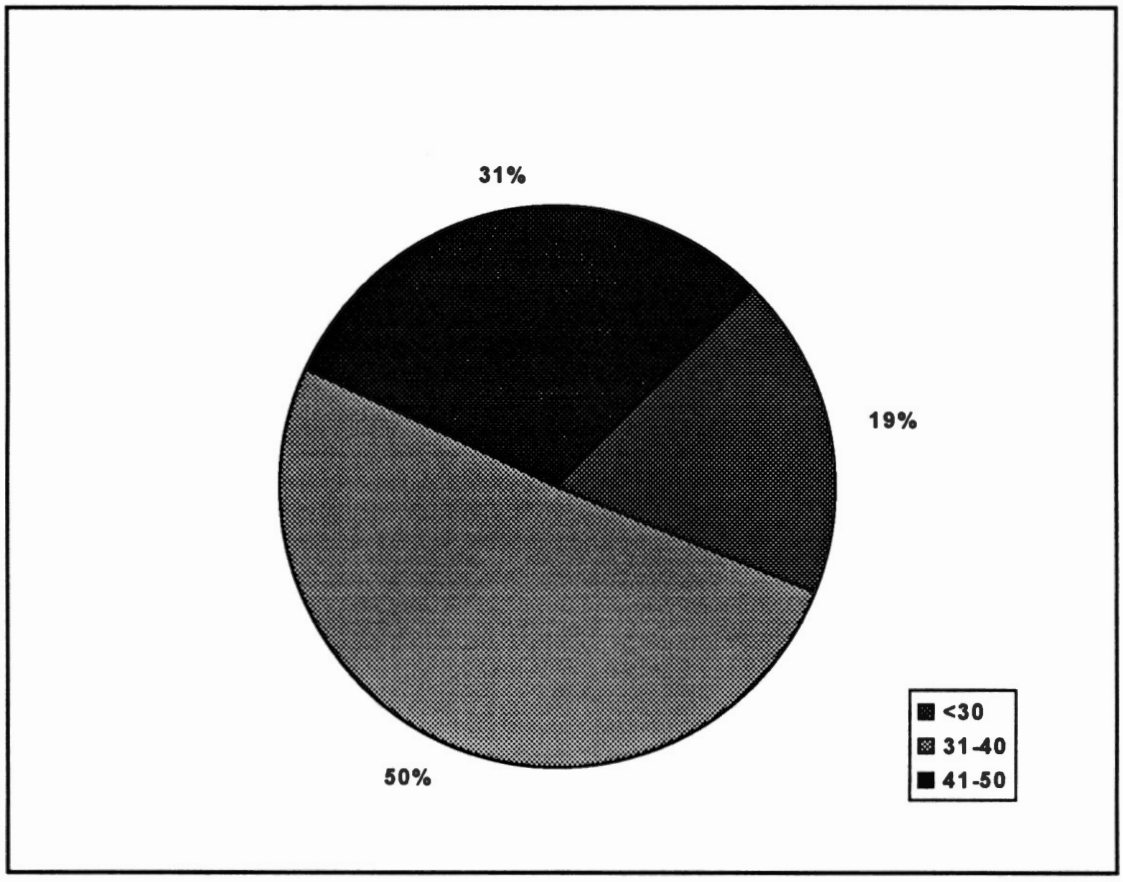

Figure 1. Age distribution of Respondents

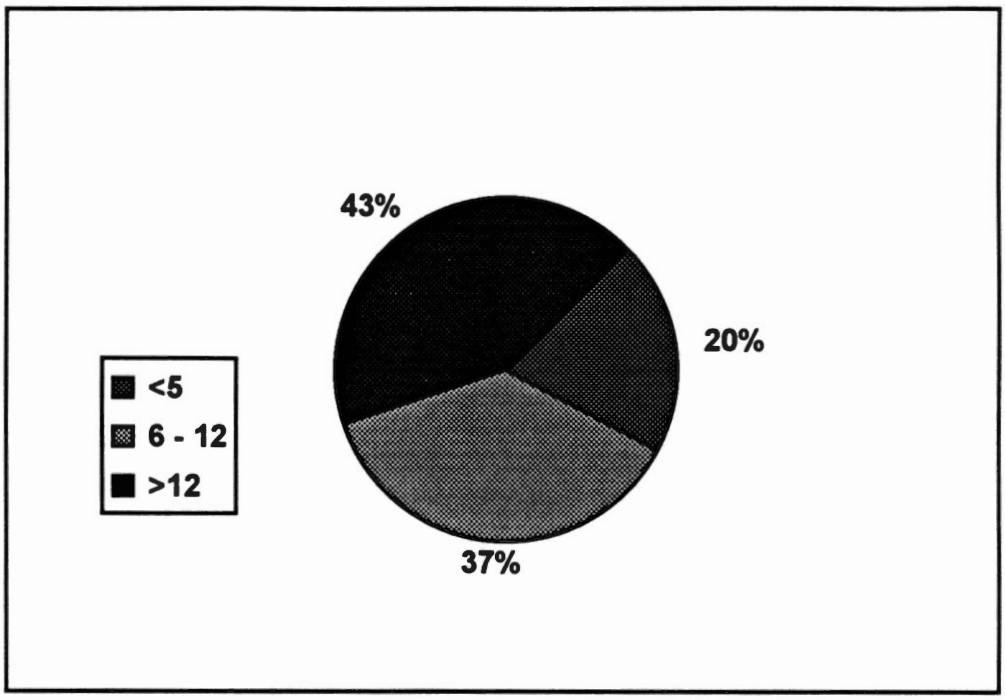

Figure 2. Years in Dietetic Practice

Military Factors

Military factors consisted of rank indicating pay level, duty location - within the United States (CONUS) or overseas, branch of service - Army or Navy, supervisor characteristics - rank and dietitian or nondietitian, years in military service, years expected active duty service, and reason for separation. Since the names for rank levels differ between services, a numbering system is used. The 'O' stands for officer, while the numbering indicates the rank, 1 being the lowest. Seven percent (N=4) of respondents were in the O-2 category, 48 percent (N=28) were O-3's, 20 percent (N=12) were O-4's, 20 percent (N=12) were

O-5's, and five percent (N=3) were O-6's. Figure 3 illustrates the distribution based on rank.

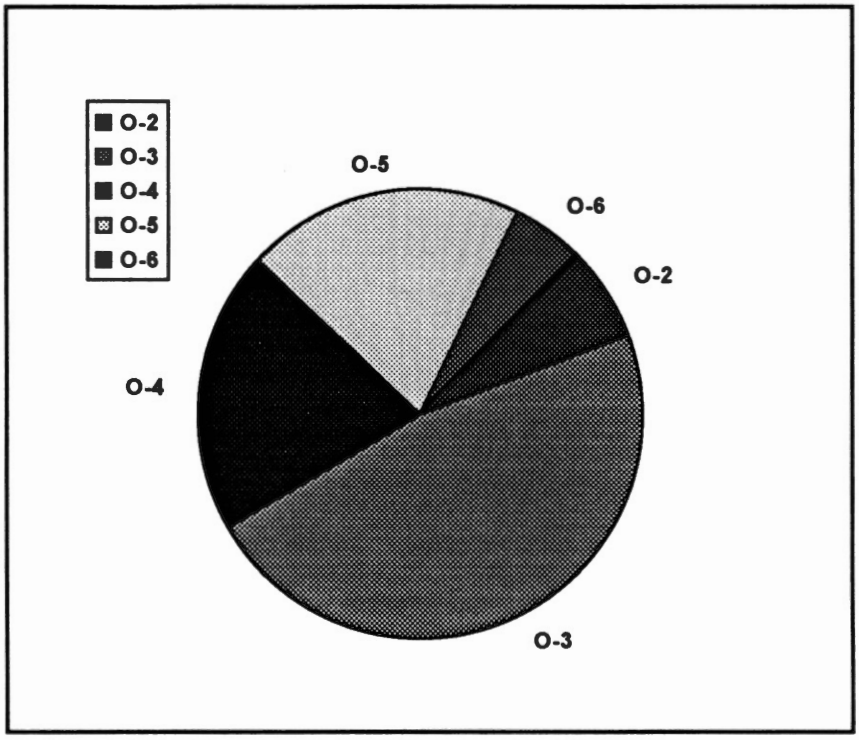

Figure 3. Military Rank of Respondents

Eighty percent (N=47) were stationed within the continental United States, while 20 percent (N=12) were stationed outside of the continental United States. Fifty-eight percent (N=34) were in the Army, while 42 percent (N=25) were in the Navy. Table II illustrates the distribution of duty location.

TABLE II

DUTY LOCATION OF RESPONDENTS

DUTY LOCATION	N	PERCENT
CON U.S.	47	80
OVERSEAS	12	20

Supervisor. Not all respondents classified their supervisors as dietitian or nondietitian, but of the respondents who completed this question, 21 percent (N=8) were dietitians, while 79 percent (N=31) were nondietitians; the supervisor rank was five percent (N=3) as O-3's, 14 percent (N=8) as O-4's, 47 percent (N=28) as O-5's, and 34 percent (N=20) as O-6's and above.

Years of Service & Separation. The average years in service were 11.9 years with 2 years being the minimum and 27 years as the maximum years in military service.

TABLE III

YEARS IN MILITARY SERVICE

YEARS	N	PERCENT
2	5	8
4	8	14
5	3	5
6	1	2
7	6	10
8	2	3
9	3	5
11	3	5
13	2	3
14	4	6
15	5	8
16	1	2
19	5	8
20	3	5
22	2	4
23	3	5
24	1	2
25	1	1
27	1	2

To simplify comparisons, in the statistical analysis "years in service" was grouped into: 0 to 6 years, 7 to 15 years,

16 to 20 years, and more than 20 years. Twelve percent (N=7) of respondents expect to stay on active duty for three to six years (three years is the minimum commitment), seven percent (N=4) for seven to twelve years, five percent (N=3) for 12 to 16 years, 35 percent (N=20) for 16 to 20 years, and 41 percent for more than 20 years. Figure 4 illustrates the distribution of expected years of service.

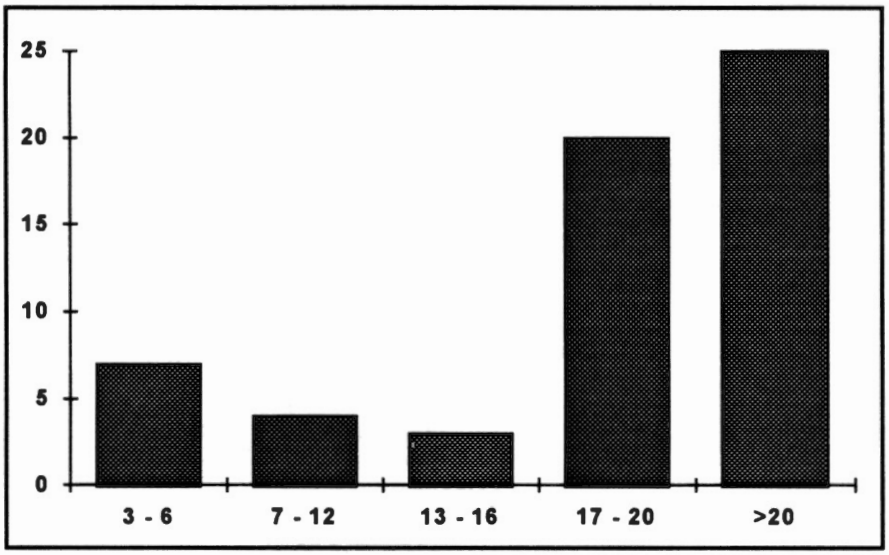

Figure 4. Expected Years of Service

Realizing that not all military dietitians plan to separate from active duty before retirement, of those who plan to separate 33 percent (N=7) are separating due to family commitments, 10 percent (N=2) are separating due to being

unhappy with their jobs, 14 percent (N=3) are separating due to being unhappy with the military, and 43 percent (N=9) are separating due to other reasons. Figure 5 illustrates the distribution of "reasons for separation". Table IV lists "other" reasons for separation.

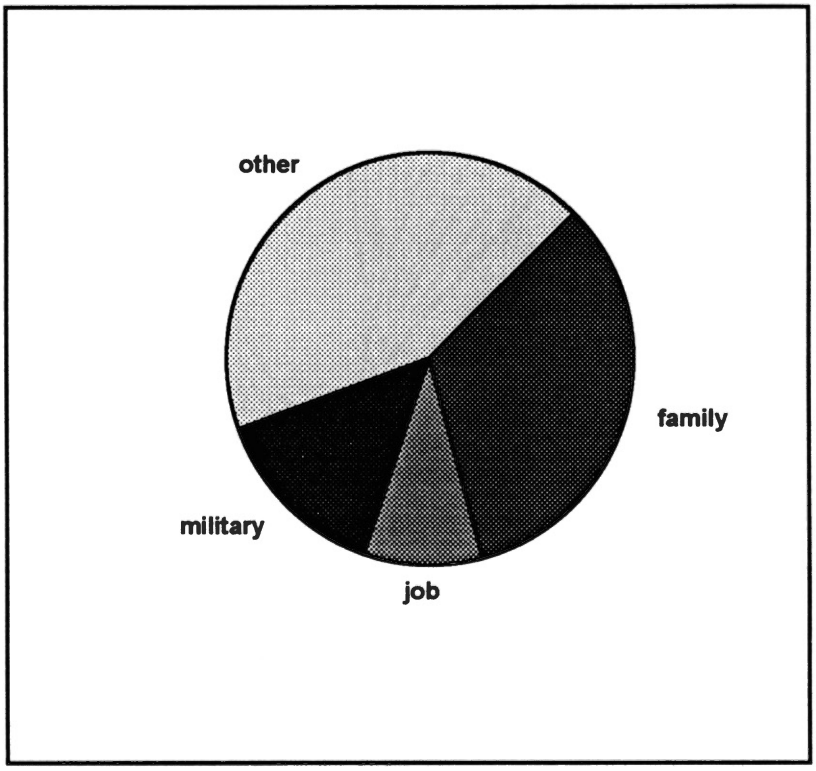

Figure 5. Reasons for Separation from the military

TABLE IV

"OTHER" REASONS FOR SEPARATION

system is frustrating	2
other plans	3
no promotion	4

Current Job

Characteristics of the current job included number of other dietitians at the facility, size of the hospital, job title, and time in current position. Twenty-six percent (N=15) worked alone, twenty-three percent (N=13) worked with one other dietitian, twenty-six percent (N=15) worked with two to five dietitians, and twenty-six percent (N=15) worked with six to nine dietitians. Figure 6 illustrates the distribution of "other dietitians at the facility".

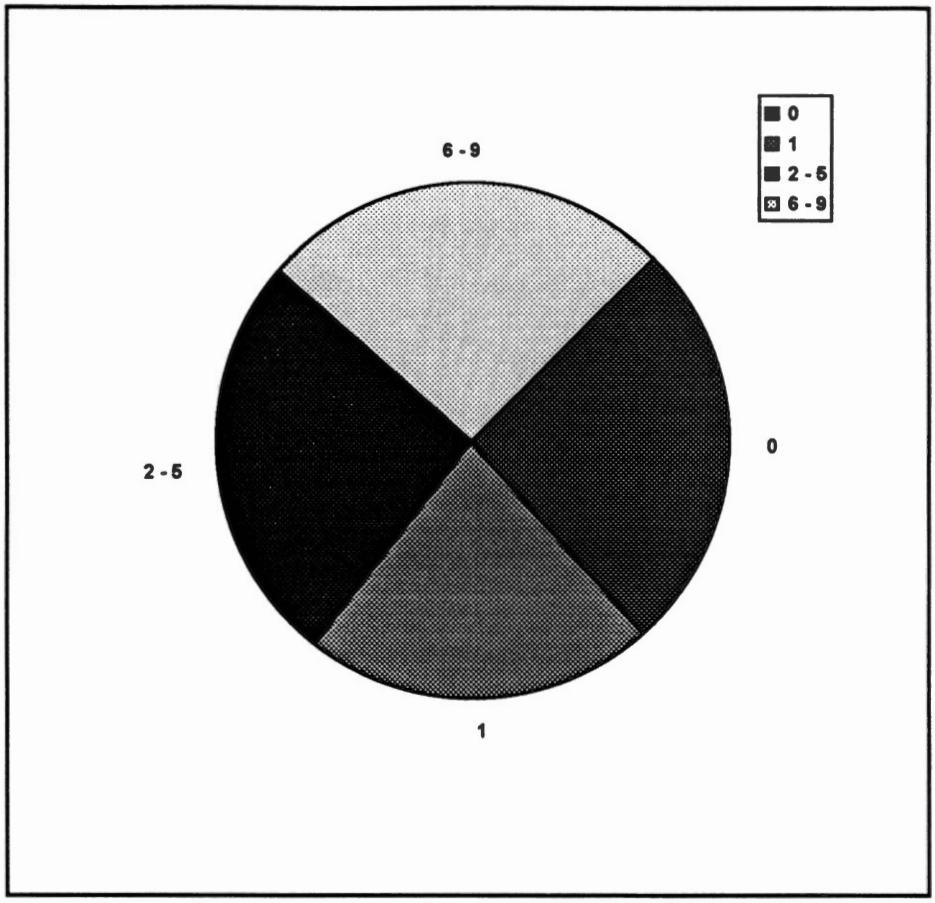

Figure 6. Number of other dietitians at the facility

Not all military dietitians work in hospitals, but of the 81 percent (N=48) of respondents who do, 11 percent (N=5) work at hospitals of less than 50 beds, 35 percent (N=17) work at hospitals of 51 to 100 beds, 19 percent (N=9) work at hospitals of 101 to 200 beds, 15 percent (N=8) work at hospitals of 201 to 400 beds, and 19 percent (N=9) work at hospitals of over 400 beds. Figure 7 illustrates the distribution of hospital size. The not applicable (N/A)

category indicates those dietitians who do not work in a hospital.

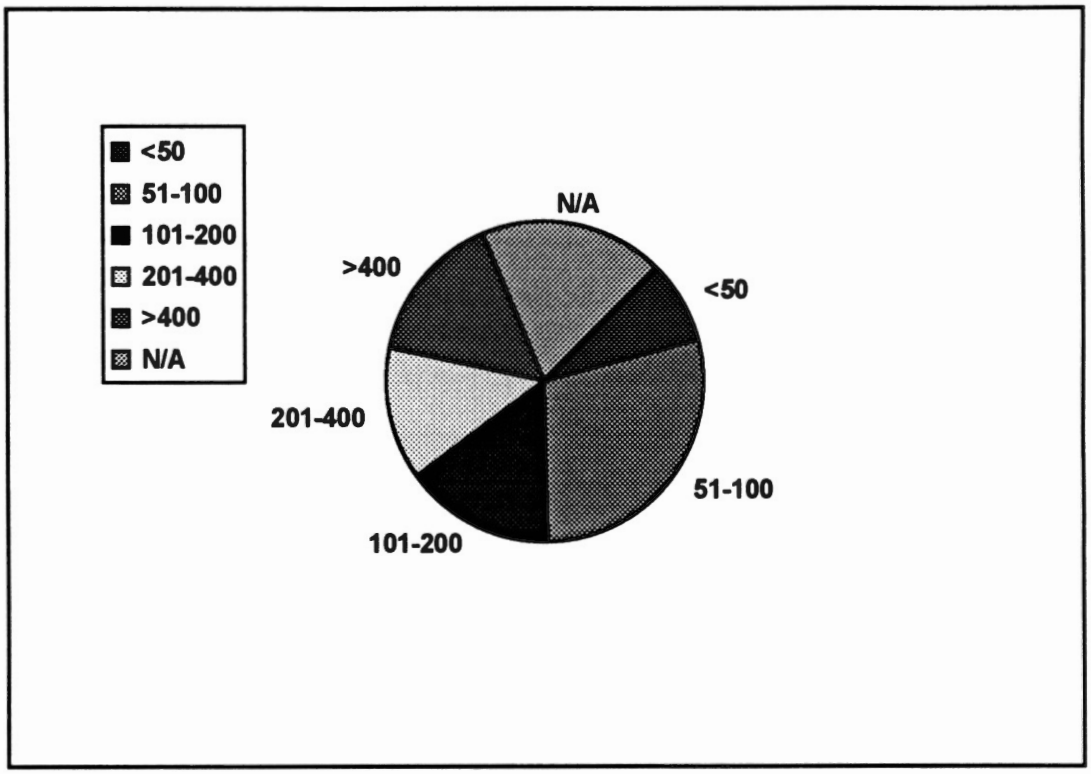

Figure 7. Size of Hospital

Three percent (N=2) of respondents are titled clinical dietitian, seven percent (N=4) are head of clinical dietetics, nine percent (N=5) are head of food production, 47 percent (N=27) are directors of the nutrition department, and 34 percent (N=20) are "other". Figure 8 illustrates the distribution of job title. Table 1 shows the responses of titles in the "other" category. The average time in the

current position was 20 months, with 1 month being the least and 6.5 years, or 78 months, being the most. Table VI shows the distribution of time in current position.

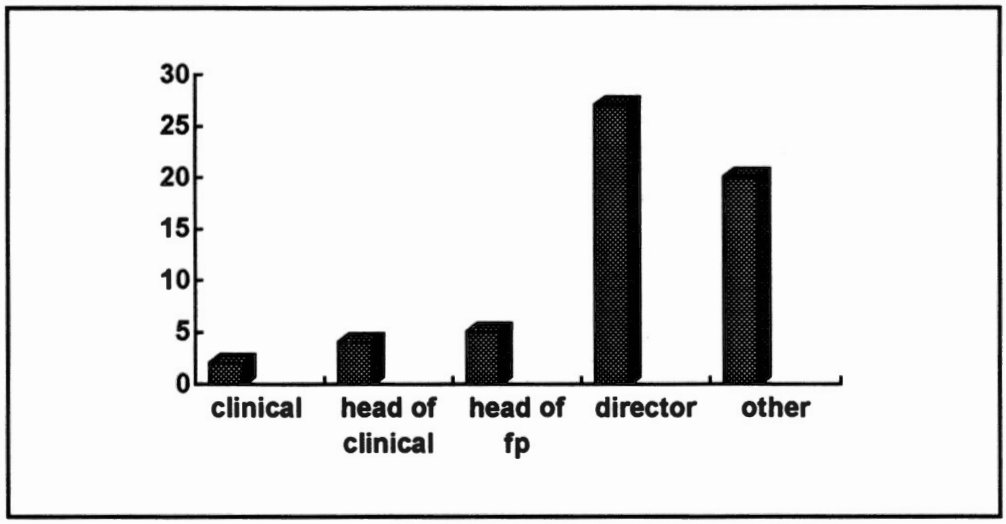

Figure 8. Job Title

TABLE V

JOB TITLES LISTED AS "OTHER"

STAFF OFFICER	4
CHIEF, NUTR CARE	3
ASSISTANT DIV HEAD	3
INSTRUCTOR	2
HEAD, FOOD MANAGEMENT	2
DIRECTOR, SYSTEM DIV	2

TABLE V (Continued)

RESEARCH DIETITIAN	1
OFFICER PROCUREMENT	1
HEALTH PROMOTION	1

TABLE VI

TIME IN CURRENT POSITION

YEARS	N	PERCENT
0	16	27
1	17	29
2	15	25
3	8	70
4	2	3
5	0	0
6	1	2

Education Factors

Educational factors consisted of the level of education, or highest degree obtained, and route to registration. Thirty-two percent (N=19) had bachelor degrees only, 66 percent (N=39) had Master's degrees, and two percent (N=1) had a PhD. Because of the limited number of PhD respondents, all graduate degrees were grouped

together for statistical analysis. Table 7 lists the various majors of the respondents.

TABLE VII

EDUCATIONAL MAJORS

DEGREE	MAJOR	N
BS	DIETETICS & NUTRITION	15
BS	CLINICAL NUTRITION	1
BS	HOME ECONOMICS	1
BS	COMMUNITY NUTRITION	1
MS	INSTITUTIONAL ADMINISTRATION	13
MS	NUTRITION	12
MS	FOOD SERVICE ADMINISTRATION	5
MS	HEALTH PROMOTION	3
MS	EDUCATION	2
MS	COMMUNITY SERVICES	1
MS	SPORTS MEDICINE	1
MS	INFORMATION SYSTEMS	1
MS	PUBLIC HEALTH	1

Sixty-nine percent (N=41) became eligible for registration by completing an internship program, with 82 percent of

these (N=31) attending military internship and 18 percent (N=7) attending civilian internships. 17 percent (N=10) attended CUP/CP programs, 13 percent (N=7) obtained registration by completing a Master's degree plus a six month experience, and two percent (N=1) became registered with a Master's degree and an assistantship. Figure 9 illustrates the routes to registration used by respondents.

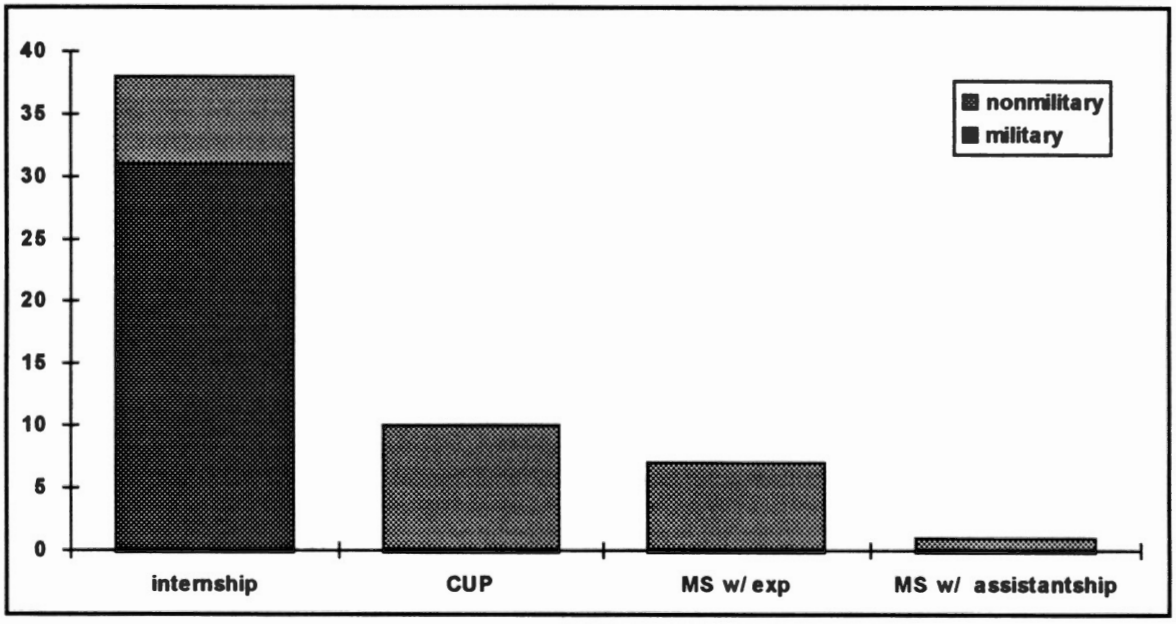

Figure 9. Routes to Registration

QWL of Military Dietitians

Responses for the QWL section of the instrument ranged from "not applicable" to high importance/high current status. Those aspects of particular importance are those

that are perceived as having high importance. If the aspect is not highly important to the respondent's perception of his/her job, then it does not matter whether the job meets (good current status) or does not meet (bad current status) the respondent's expectation.

Perception of Yourself

The "Perception of Yourself" section included the following aspects: formal education, career choices, stress coping techniques, personal growth, life planning, job search ability, individual goal setting, self-respect and dignity, personal pride, and autonomy. All but two respondents felt that every aspect in this section was applicable to them. There was no significant difference in any of the independent variables related to "Perception of Yourself" variables in Importance or Current Status.

Perception of Current Job

The "Perception of Current Job" included the following aspects: job description, job design, training and retraining, job rotation, concern for human needs, tools to do the job, task feedback, distribution of work, on-the-job accident rates, and sense of ownership. Eighty-eight percent (N=52) felt that every aspect in this section was applicable to them.

There was significant difference (<0.1) in "Perception of Current Job" variables with respect to race, age,

military rank, duty location and years of military service compared with Importance, and there was significant difference with education compared to current status level. Nonwhites had a higher average QWL score than whites, as listed in Table VIII. Younger dietitians (<30) had higher average QWL scores than older dietitians (30-40 or 41+). ANOVA scores are listed in Table IX.

TABLE VIII

T-TEST RESULTS FOR THE PERCEPTION OF IMPORTANCE OF CURRENT JOB AND RACE

Race	N	Mean	Standard Error	t	p
white	55	7.509	0.488	-3.5069	0.0014
nonwhite	4	9.500	0.288		

TABLE IX

ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR THE PERCEPTION OF IMPORTANCE OF CURRENT JOB AND AGE

Source	df	Mean Square	F	p
Age	2	50.988	4.58	0.0144
Error	56	11.135		
Total	58			

Mid-ranking officers (O-3 & O-4) had higher average QWL scores than dietitians on either end of the spectrum. ANOVA scores are listed in Table X.

TABLE X

ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR THE PERCEPTION OF IMPORTANCE OF CURRENT JOB AND MILITARY RANK

Source	df	Mean Square	F	p
Rank	4	23.366	1.99	0.1086
Error	54	11.707		
Total	58			

Dietitians stationed overseas tended to have higher average QWL scores than those stationed within the United States, as listed in Table XI. Dietitians with sixteen to twenty years of military service had the highest ANOVA scores, followed by those with zero to six years of service. ANOVA scores are listed in Table XII. Dietitians with graduate degrees had higher average QWL scores than those with just a Bachelor's degree, as listed in Table XIII.

TABLE XI

T-TEST RESULTS FOR THE PERCEPTION OF IMPORTANCE OF CURRENT JOB AND DUTY LOCATION

Duty Location	N	Mean	Standard Error	t	p
CON U.S.	47	7.127	0.553	-4.4466	0.0001
Overseas	12	9.666	0.142		

TABLE XII

ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR THE PERCEPTION OF IMPORTANCE OF CURRENT JOB AND YEARS IN MILITARY SERVICE

Source	df	Mean Square	F	p
Years in Service	3	48.764	4.63	0.0059
Error	55	10.531		
Total	58			

TABLE XIII

T-TEST RESULTS FOR PERCEPTION OF CURRENT STATUS OF CURRENT JOB AND EDUCATION LEVEL

Education Level	N	Mean	Standard Error	t	p
Undergrad	19	6.631	0.997	-1.711	0.0925
Graduate	40	8.325	0.492		

Perception of Working Relationships

The "Perception of Working Relationships" section included the following aspects: supervisor relationships, supervisor adaptability, subordinate relationships, subordinate adaptability, peer relationships, union relationships, union adaptability, counseling and coaching, and interpersonal communication. Fifty-eight percent (N=34) of respondents felt that every aspect in this section was applicable to them.

There was no significant difference in the average QWL scores for current status, but there was significant difference for Importance with relation to years in the field of dietetics and branch of service. Dietitians with six to 12 years of experience had the highest ANOVA scores, while dietitians with less than six years had the lowest QWL scores. ANOVA scores are listed in Table XIV. The Navy scored higher in average QWL score than the Army dietitians, as listed in Table XV.

TABLE XIV

ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR THE PERCEPTION OF IMPORTANCE OF WORKING RELATIONSHIPS AND YEARS IN DIETETIC PRACTICE

Source	df	Mean Squares	F	p
Years in dietetics	2	7.615	2.55	0.0872
Error	56	2.987		
Total	58			

TABLE XV

T-TEST RESULTS FOR PERCEPTION OF IMPORTANCE OF WORKING RELATIONSHIPS AND BRANCH OF SERVICE

Branch of Service	N	Mean	Standard Error	t	p
Army	34	8.235	0.3939	-1.6607	0.1023
Navy	25	9.000	0.0000		

Perception of Manpower Development

The "Perception of Manpower Development" section included the following aspects: recruitment and selection procedures, employment practices prescribed by law, new employee orientation, career planning, outpatient services,

pre-retirement planning, responsible management, responsible union, consistency of treatment, and recognition of individuals. Fifty-three percent (N=31) of respondents felt every aspect of this section applied to them.

There was no difference in the average score for Current Status, but with respect to Importance there was significant difference based on race and years of service. Nonwhites tended to have higher average Importance scores than Whites, as listed in Table XVI. Dietitians with 16 to 20 years of experience rated the Importance level higher than those with less experience. ANOVA scores for years of experience are listed in Table XVII.

TABLE XVI

T-TEST RESULTS FOR PERCEPTION OF IMPORTANCE OF MANPOWER DEVELOPMENT AND RACE

Race	N	Mean	Standard Error	t	p
white	55	7.9818	0.5088	-3.1188	0.0033
nonwhite	4	9.7500	0.2500		

TABLE XVII

ANALYSIS OF VARIANCE (ANOVA) RESULTS OF IMPORTANCE OF MANPOWER DEVELOPMENT AND YEARS IN MILITARY SERVICE

Source	df	Mean Squares	F	p
Years of Military Service	3	29.222	2.32	0.0857
Error	55	12.613		
Total	58			

Perception of Co-Workers

The "Perception of Co-Workers" section included the following aspects: physical layout of work area, leader development training, individual incentives, individual recognition, fair treatment, fair work allocation, mutual respect, competition, cooperation, and sense of belonging. All but one respondent felt every aspect in this section applied to them. There was a significant difference in the QWL scores for Perception of Co-worker variables based on Importance and duty location and hospital size, and for Current Status with whether the dietitians attended military or non-military internships. Dietitians stationed overseas had higher ANOVA scores than those within the United States. ANOVA scores are listed in Table XVIII. Dietitians at larger hospitals rated the Importance variables higher than those at small hospitals. ANOVA scores are listed in Table

XIX. Dietitians who attended nonmilitary internships rated Current Status higher than those attending military internships, as listed in Table XX.

TABLE XVIII

T-TEST RESULTS FOR PERCEPTION OF IMPORTANCE OF CO-WORKERS AND DUTY LOCATION

Duty Location	N	Mean	Standard Error	t	p
CON U.S.	47	6.2127	0.6670	-3.0261	0.0050
Overseas	12	9.2500	0.7500		

TABLE XIX

ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR PERCEPTION OF IMPORTANCE OF CO-WORKERS AND HOSPITAL SIZE

Source	df	Mean Square	F	p
Hospital Size	4	40.3159	2.26	0.0783
Error	43	17.8383		
Total	47			

TABLE XX

T-TEST RESULTS FOR PERCEPTION OF CURRENT STATUS OF CO-WORKERS AND INTERNSHIP TYPE

Internship	N	Mean	Standard Error	t	p
Military	31	5.4838	0.8306	-5.1885	0.0001
Civilian	7	9.8571	0.1428		

Perception of Work Friends & Mentors

The "Perception of Work Friends and Mentors" section included the following aspects: union or association affiliation, support of service groups, informal networks, depth of friendships, social groups and clubs, recognition of talents, utilization of talents, support in time of need, friendships extend beyond the workplace, and contributions to professional growth. Sixty-one (N=36) respondents felt that every aspect in this section applied to them. There was no significant difference in Importance or Current Status as related to "Perception of Work Friends and Mentors".

Perception of Informal Network

The "Perception of Informal Network" section included the following aspects: team building, work systems analysis, shared leadership, shared tasks, informal organization, mutual cooperation, respect for ideas of

others, everyone carries their own weight, constructive use of conflict, and public debate tolerated. Ninety percent (N=53) of respondents felt that every aspect in this section was applicable to them.

There was a significant difference in average QWL scores for several areas in the Importance and Current Status. For the Importance category there was significant difference in sex and duty location. For current status there was significant difference for years of military service, expected years of active duty, number of dietitians at the hospital, and the type of internship. Females had a higher average score than males, as listed in Table XXI, and dietitians stationed overseas had higher ANOVA scores than those stationed within the United States (CONUS), as listed in Table XXII. Dietitians with zero to six years on active duty had the highest scores, followed by dietitians who had been on active duty greater than 15 years. ANOVA scores for years of service are listed in Table XXIII.

TABLE XXI

T-TEST RESULTS FOR IMPORTANCE OF INFORMAL NETWORK AND SEX

Sex	N	Mean	Standard Error	t	p
Male	12	7.333	1.2268	-1.8757	0.0873
Female	47	9.638	0.0708		

TABLE XXII

T-TEST RESULTS FOR IMPORTANCE OF INFORMAL NETWORK AND DUTY LOCATION

Duty Location	N	Mean	Standard Error	t	p
CON U.S.	47	9.000	0.34147	-2.3185	0.0242
Overseas	12	9.833	0.11236		

TABLE XXIII

ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR INFORMAL NETWORK AND YEARS OF MILITARY SERVICE

Source	df	Mean Square	F	p
Years of Service	3	58.0844	3.36	0.0251
Error	55	17.282		
Total	58			

Dietitians planning to stay on active duty longer than twenty years had the highest ANOVA scores, followed by dietitians expecting to serve three to six years only. ANOVA scores for expected years of active duty are listed in Table XXIV. Dietitians working with six other dietitians had the highest average score, but there was no general trend with the remaining numbers, as shown in Table XXV. Dietitians who completed nonmilitary internships had higher Current Status scores than dietitians completing military internships, as listed in Table XXVI.

TABLE XXIV

ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR CURRENT STATUS FOR INFORMAL NETWORK AND EXPECTED YEARS OF MILITARY ACTIVE DUTY

Source	df	Mean Square	F	p
Expected Active Duty	3	64.0124	3.71	0.0169
Error	53	17.2393		
Total	56			

TABLE XXV

ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR CURRENT STATUS OF INFORMAL NETWORK AND NUMBER OF OTHER DIETITIANS

Source	df	Mean Square	F	p
Number of Other Dietitians	9	32.63813	1.92	0.0702
Error	49	16.95923		
Total	58			

TABLE XXVI

ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR CURRENT STATUS OF INFORMAL NETWORK AND INTERNSHIP TYPE

Internship Type	N	Mean	Standard Error	t	p
military	31	6.161	0.80201	-4.1232	0.0002
civilian	7	9.571	0.20203		

Perception of the Organization's Environment

The "Perception of the Organization's Environment" section included these aspects: human resources, relocation practices, formal communication channels, mission statement, compensation package, ethical image, benefit package, communications during time of work cutback (RIF), and on the job emergency medical treatment. Sixty-three percent (N=37) of respondents felt all aspects of this section applied to them.

There was significant difference in Importance for hospital size and Current Status for job title. Dietitians at hospitals with 51 to 100 beds had the highest average score. ANOVA scores for hospital size are listed in Table XXVII. For job title, clinical dietitians had the highest score for QWL, followed by "other", and then Director of Nutrition Department. ANOVA scores for job title are listed in Table XXVIII.

TABLE XXVII

ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR IMPORTANCE OF ORGANIZATION'S ENVIRONMENT AND HOSPITAL SIZE

Source	df	Mean Square	F	p
Hospital Size	4	51.8329	4.10	0.0066
Error	43	12.6313		
Total	47			

TABLE XXVIII

ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR CURRENT STATUS OF ORGANIZATION'S ENVIRONMENT AND JOB TITLE

Source	df	Mean Square	F	p
Job Title	4	40.8958	2.11	0.0929
Error	53	19.4135		
Total	57			

Testing of the Hypotheses

Individual results for the null hypotheses are listed below. Since there were sixty-four hypotheses, the results are summarized more clearly in Table XXIX.

H_1 - There will be no significant difference in the importance level (high or low) of "Perception of Yourself" of military dietitians based on personal variables. No personal variables were significantly associated with the importance level of "Perception of Yourself"; therefore, the researcher was unable to reject the H1.

H_2 - There will be no significant difference in the importance level (high or low) of "Perception of Yourself" of military dietitians based on military variables. No military variables were significantly associated with the importance level of "Perception of Yourself"; therefore, the researcher was unable to reject H2.

H_3 - There will be no significant difference in the importance level (high or low) of "Perception of Yourself" of military dietitians based on selected job variables. No job variables were significantly associated with the importance level of "Perception of Yourself" variables; therefore the researcher was unable to reject H3.

H_4 - There will be no significant difference in the importance level (high or low) of "Perception of Yourself" of military dietitians based on education variables. No education variables were significantly associated with the importance level of "Perception of Yourself"; therefore, the researcher was unable to reject H4.

H5 - There will be no significant difference in the current status (good or bad) of "Perception of Yourself" of military dietitians in relation to personal variables listed in H1. No personal variables were significantly associated with the current status level of "Perception of Yourself"; therefore, the researcher was unable to reject H5.

H6 - There will be no significant difference in the current status (good or bad) of "Perception of Yourself" of military dietitians in relation to selected military variables listed in H2. No military variables were significantly associated with the current status level of "Perception of Yourself"; therefore, the researcher was unable to reject H6.

H7 - There will be no significant difference in the current status (good or bad) of "Perception of Yourself" of

military dietitians in relation to job variables listed in H3. No job variables were significantly associated with the current status level of "Perception of Yourself"; therefore, the researcher was unable to reject H7.

H8 - There will be no significant difference in the current status (good or bad) of "Perception of Yourself" of military dietitians in relation to selected education variables listed in H4. No educational variables were significantly associated with the current status level of "Perception of Yourself"; therefore, the researcher was unable to reject H8.

H9 - There will be no significant difference in the importance level (high or low) of "Perception of Current Job" of military dietitians based on personal variables as listed in H1. Based on the results detailed in Chapter IV, H9 was rejected.

H10 - There will be no significant difference in the importance level (high or low) of "Perception of Current Job" of military dietitians based on military variables as listed in H2. Based on the results detailed in Chapter IV, H10 was rejected.

H11 - There will be no significant difference in the importance level (high or low) of "Perception of Current Job" of military dietitians based on selected job variables as listed in H3. Based on the results detailed in Chapter IV, H11 was rejected.

H12 - There will be no significant difference in the importance level (high or low) of "Perception of Current Job" of military dietitians based on education variables as listed in H4. No educational variables were significantly associated with the importance level of "Perception of Current Job"; therefore, the researcher was unable to reject H12.

H13 - There will be no significant difference in the current status (good or bad) of "Perception of Current Job" of military dietitians in relation to personal variables listed in H1. No personal variables were significantly associated with the current status level of "Perception of Current Job"; therefore, the researcher was unable to reject H13.

H14 - There will be no significant difference in the current status (good or bad) of "Perception of Current Job" of military dietitians in relation to selected military variables listed in H2. No military variables were significantly associated with the current status level of "Perception of Current Job"; therefore, the researcher was unable to reject H14.

H15 - There will be no significant difference in the current status (good or bad) of "Perception of Current Job" of military dietitians in relation to job variables listed in H3. No job variables were significantly associated with the current status level of "Perception of Current Job"; therefore, the researcher was unable to reject H15.

H16 - There will be no significant difference in the current status (good or bad) of "Perception of Current Job" of military dietitians in relation to selected education variables listed in H4. Based on the results detailed in Chapter IV, H16 was rejected.

H17 - There will be no significant difference in the importance level (high or low) of "Perception of Working Relationships" of military dietitians based on personal variables as listed in H1. Based on the results detailed in Chapter IV, H17 was rejected.

H18 - There will be no significant difference in the importance level (high or low) of "Perception of Working Relationships" of military dietitians based on military variables as listed in H2. Based on the results detailed in Chapter IV, H18 was rejected.

H19 - There will be no significant difference in the importance level (high or low) of "Perception of Working Relationships" of military dietitians based on selected job variables as listed in H3. No job variables were significantly associated with the importance level of "Perception of Working Relationships"; therefore, the researcher was unable to reject H19.

H20 - There will be no significant difference in the importance level (high or low) of "Perception of Working Relationships" of military dietitians based on education variables as listed in H4. No education variables were significantly associated with the importance level of

"Perception of Working Relationships"; therefore, the researcher was unable to reject H20.

H21 - There will be no significant difference in the current status (good or bad) of "Perception of Working Relationships" of military dietitians in relation to personal variables listed in H1. No personal variables were significantly associated with the current status level of "Perception of Working Relationships"; therefore, the researcher was unable to reject H21.

H22 - There will be no significant difference in the current status (good or bad) of "Perception of Working Relationships" of military dietitians in relation to selected military variables listed in H2. No military variables were significantly associated with the current status level of "Perception of Working Relationships"; therefore, the researcher was unable to reject H22.

H23 - There will be no significant difference in the current status (good or bad) of "Perception of Working Relationships" of military dietitians in relation to job variables listed in H3. No job variables were significantly associated with the current status level of "Perception of Working Relationships"; therefore, the researcher was unable to reject H23.

H24 - There will be no significant difference in the current status (good or bad) of "Perception of Working Relationships" of military dietitians in relation to selected education variables listed in H4. No education

variables were significantly associated with the current status level of "Perception of Working Relationships"; therefore, the researcher was unable to reject H24.

H25 - There will be no significant difference in the importance level (high or low) of "Perception of Manpower Development" of military dietitians based on personal variables as listed in H1. Based on the results summarized in Chapter IV, H25 was rejected.

H26 - There will be no significant difference in the importance level (high or low) of "Perception of Manpower Development" of military dietitians based on military variables as listed in H2. Based on results summarized in Chapter IV, H26 was rejected.

H27 - There will be no significant difference in the importance level (high or low) of "Perception of Manpower Development" of military dietitians based on selected job variables as listed in H3. No job variables were significantly associated with the importance level of "Perception of Manpower Development"; therefore, the researcher was unable to reject H27.

H28 - There will be no significant difference in the importance level (high or low) of "Perception of Manpower Development" of military dietitians based on education variables as listed in H4. No education variables were significantly associated with the importance level of "Perception of Manpower Development"; therefore, the researcher was unable to reject H28.

H29 - There will be no significant difference in the current status (good or bad) of "Perception of Manpower Development" of military dietitians in relation to personal variables listed in H1. No personal variables were significantly associated with the current status level of "Perception of Manpower Development"; therefore, the researcher was unable to reject H29.

H30 - There will be no significant difference in the current status (good or bad) of "Perception of Manpower Development" of military dietitians in relation to selected military variables listed in H2. No military variables were significantly associated with the current status level of "Perception of Manpower Development"; therefore, the researcher was unable to reject H30.

H31 - There will be no significant difference in the current status (good or bad) of "Perception of Manpower Development" of military dietitians in relation to job variables listed in H3. No job variables were significantly associated with the current status level of "Perception of Manpower Development"; therefore, the researcher was unable to reject H31.

H32 - There will be no significant difference in the current status (good or bad) of "Perception of Manpower Development" of military dietitians in relation to selected education variables listed in H4. No education variables were significantly associated with the current status level

of "Perception of Manpower Development"; therefore, the researcher was unable to reject H32.

H33 _ There will be no significant difference in the importance level (high or low) of "Perception of Co-Workers" of military dietitians based on personal variables as listed in H1. No personal variables were significantly associated with the importance level of "Perception of Co-Workers"; therefore, the researcher was unable to reject H33.

H34 - There will be no significant difference in the importance level (high or low) of "Perception of Co-Workers" of military dietitians based on military variables as listed in H2. Based on the results summarized in Chapter IV, H34 was rejected.

H35 - There will be no significant difference in the importance level (high or low) of "Perception of Co-Workers" of military dietitians based on selected job variables as listed in H3. Based on results summarized in Chapter IV, H35 was rejected.

H36 - There will be no significant difference in the importance level (high or low) of "Perception of Co-Workers" of military dietitians based on education variables as listed in H4. No education variables were significantly associated with the importance level of "Perception of Co-Workers"; therefore, the researcher was unable to reject H36.

H37 - There will be no significant difference in the current status (good or bad) of "Perception of Co-Workers"

of military dietitians in relation to personal variables listed in H1. No personal variables were significantly associated with the current status level of "Perception of Co-Workers"; therefore, the researcher was unable to reject H37.

H38 - There will be no significant difference in the current status (good or bad) of "Perception of Co-Workers" of military dietitians in relation to selected military variables listed in H2. No military variables were significantly associated with the current status level of "Perception of Co-Workers"; therefore, the researcher was unable to reject H38.

H39 - There will be no significant difference in the current status (good or bad) of "Perception of Co-Workers" of military dietitians in relation to job variables listed in H3. No job variables were significantly associated with the current status level of "Perception of Co-Workers"; therefore, the researcher was unable to reject H39.

H40 - There will be no significant difference in the current status (good or bad) of "Perception of Co-Workers" of military dietitians in relation to selected education variables listed in H4. Based on results summarized in Chapter IV, H40 was rejected.

H41 _ There will be no significant difference in the importance level (high or low) of "Perception of Work Friends and Mentors" of military dietitians based on personal variables as listed in H1. No personal variables

were significantly associated with the importance level of "Perception of Work Friends and Mentors"; therefore, the researcher was unable to reject H41.

H42 - There will be no significant difference in the importance level (high or low) of "Perception of Work Friends and Mentors" of military dietitians based on military variables as listed in H2. No military variables were significantly associated with the importance level of "Perception of Work Friends and Mentors"; therefore, the researcher was unable to reject H42.

H43 - There will be no significant difference in the importance level (high or low) of "Perception of Work Friends and Mentors" of military dietitians based on selected job variables as listed in H3. No job variables were significantly associated with the importance level of "Perception of Work Friends and Mentors"; therefore, the researcher was unable to reject H43.

H44 - There will be no significant difference in the importance level (high or low) of "Perception of Work Friends and Mentors" of military dietitians based on education variables as listed in H4. No education variables were significantly associated with the importance level of "Perception of Work Friends and Mentors"; therefore, the researcher was unable to reject H44.

H45 - There will be no significant difference in the current status (good or bad) of "Perception of Work Friends and Mentors" of military dietitians in relation to personal

variables listed in H1. No personal variables were significantly associated with the current status level of "Perception of Work Friends and Mentors"; therefore, the researcher was unable to reject H45.

H46 - There will be no significant difference in the current status (good or bad) of "Perception of Work Friends and Mentors" of military dietitians in relation to selected military variables listed in H2. No military variables were significantly associated with the current status level of "Perception of Work Friends and Mentors"; therefore, the researcher was unable to reject H46.

H47 - There will be no significant difference in the current status (good or bad) of "Perception of Work Friends and Mentors" of military dietitians in relation to job variables listed in H3. No job variables were significantly associated with the current status level of "Perception of Work Friends and Mentors"; therefore, the researcher was unable to reject H47.

H48 - There will be no significant difference in the current status (good or bad) of "Perception of Work Friends and Mentors" of military dietitians in relation to selected education variables listed in H4. No education variables were significantly associated with the current status level of "Perception of Work Friends and Mentors"; therefore, the researcher was unable to reject H48.

H49 - There will be no significant difference in the importance level (high or low) of "Perception of Informal

Network" of military dietitians based on personal variables as listed in H1. Based on results summarized in Chapter IV, H49 was rejected.

H50 - There will be no significant difference in the importance level (high or low) of "Perception of Informal Network" of military dietitians based on military variables as listed in H2. No military variables were significantly associated with the importance level of "Perception of Informal Network"; therefore, the researcher was unable to reject H50.

H51 - There will be no significant difference in the importance level (high or low) of "Perception of Informal Network" of military dietitians based on selected job variables as listed in H3. Based on results summarized in Chapter IV, H51 was rejected.

H52 - There will be no significant difference in the importance level (high or low) of "Perception of Informal Network" of military dietitians based on education variables as listed in H4. No education variables were significantly associated with the importance level of "Perception of Informal Network"; therefore, the researcher was unable to reject H52.

H53 - There will be no significant difference in the current status (good or bad) of "Perception of Informal Network" of military dietitians in relation to personal variables listed in H1. No personal variables were significantly associated with the current status level of

"Perception of Informal Network"; therefore, the researcher was unable to reject H53.

H54 - There will be no significant difference in the current status (good or bad) of "Perception of Informal Network" of military dietitians in relation to selected military variables listed in H2. Based on results summarized in Chapter IV, H54 was rejected.

H55 - There will be no significant difference in the current status (good or bad) of "Perception of Informal Network" of military dietitians in relation to job variables listed in H3. Based on results summarized in Chapter IV, H55 was rejected.

H56 - There will be no significant difference in the current status (good or bad) of "Perception of Informal Network" of military dietitians in relation to selected education variables listed in H4. Based on results summarized in Chapter IV, H56 was rejected.

H57 - There will be no significant difference in the importance level (high or low) of "Perception of Organization's Environment" of military dietitians based on personal variables as listed in H1. No personal variables were significantly associated with the importance level of "Perception of Organization's Environment"; therefore, the researcher was unable to reject H57.

H58 - There will be no significant difference in the importance level (high or low) of "Perception of Organization's Environment" of military dietitians based on

military variables as listed in H2. No military variables were significantly associated with the importance level of "Perception of Organization's Environment"; therefore, the researcher was unable to reject H58.

H59 - There will be no significant difference in the importance level (high or low) of "Perception of Organization's Environment" of military dietitians based on selected job variables as listed in H3. Based on results reported in Chapter IV, H59 was rejected.

H60 - There will be no significant difference in the importance level (high or low) of "Perception of Organization's Environment" of military dietitians based on education variables as listed in H4. No education variables were significantly associated with the importance level of "Perception of Organization's Environment"; therefore, the researcher was unable to reject H60.

H61 - There will be no significant difference in the current status (good or bad) of "Perception of Organization's Environment" of military dietitians in relation to personal variables listed in H1. No personal variables were significantly associated with the current status level of "Perception of Organization's Environment"; therefore, the researcher was unable to reject H61.

H62 - There will be no significant difference in the current status (good or bad) of "Perception of Organization's Environment" of military dietitians in relation to selected military variables listed in H2. No

military variables were significantly associated with the current status level of "Perception of Organization's Environment"; therefore, the researcher was unable to reject H62.

H63 - There will be no significant difference in the current status (good or bad) of "Perception of Organization's Environment" of military dietitians in relation to job variables listed in H3. Based on results summarized in Chapter IV, H63 was rejected.

H64 - There will be no significant difference in the current status (good or bad) of "Perception of Organization's Environment" of military dietitians in relation to selected education variables listed in H4. No education variables were significantly associated with the current status level of "Perception of Organization's Environment"; therefore, the researcher was unable to reject H64.

TABLE XXIX

SUMMARY OF HYPOTHESES REJECTED BY RESULTS OF THIS RESEARCH

	Personal		Military		Job		Education	
	I	CS	I	CS	I	CS	I	CS
Yourself								
Current Job	H9		H10		H11			H16
Working Relations	H17		H18					
Manpower Developmt	H25		H26					
Co-Workers			H34		H35			H40
Work Friends & Mentors								
Informal Network	H49			H54	H51	H55		H56
Organizat Environmt					H59	H63		

CHAPTER V

SUMMARY, RECOMMENDATIONS, AND IMPLICATIONS

The purpose of this study was to determine the quality of work life (QWL) of dietitians in the United States armed services, specifically the United States Army and Navy. Based on the literature, neither group of respondents had been studied for QWL. The sample was drawn from a list of 110 active duty dietitians in the Army and Navy. Fifty-nine usable questionnaires were returned and used in the analysis.

Summary of Results

Personal, Military, Current Job, and Education Characteristics of Military Dietitian Respondents

Eighty percent (N=47) of the respondents were female, 93 percent (N=55) classified their race as white, and 70 percent (N=41) were married. The majority of respondents, 69 percent (N=37), were between the ages of 30 and 40 years, while the others were equally distributed on either side. Eighty percent (N=45) had been practicing dietetics for more than five years.

There are more dietitians in the Army, but the return rate for the questionnaire was approximately equal between the Army and Navy (55% versus 56%). Fifty-eight percent (N=34) of the respondents were in the Army, while 42 percent (N=25) were in the Navy. All respondents were officers, and the majority, 87 percent (N=52), were within the O-3 to O-5 military rank. Seventy-six percent (N=52) of respondents plan to remain in the military until retirement, 20 or more years.

Eighty-one percent (N=48) of respondents work in hospitals. The average amount of time that the respondents have held their present position was 20 months.

Sixty-nine percent (N=41) of the respondents became eligible for dietetic registration by attending an internship program, and of these, 82 percent (N=31) attended military internships. Sixty-eight percent (N=40) had a graduate degree. Results of these characteristics listed are summarized in Table XXX.

TABLE XXX

PERSONAL CHARACTERISTICS OF RESPONDENTS

Characteristic	N	Percent
Sex - Female	47	80
Race - White	55	93
Married	41	70
Age - 30 to 40	37	69
Years Practice: >5	45	80
Army	34	58
Rank - O-3 to O-5	52	87
Plan for Retirement	52	87
Work in Hospital	48	81
Registration - Internship	41	69
Military Internship	31	47
Graduate Degree	40	69

QWL of Army and Navy Dietitians

It was expected that the results of this survey would reflect the trends established by earlier research. These trends included:

1. Higher QWL with increased management levels, such as Directors or Department heads.

2. Clinical dietitians would be less satisfied due to lack of status.

3. There will be no difference in QWL based on sex.

4. Dietitians at larger hospitals will have higher QWL than those working at smaller hospitals.

5. Older dietitians will have higher QWL than younger dietitians.

6. The greater the number of years working in dietetics, the higher the QWL.

7. There will be no difference in QWL for marital status, time in present position, or job location.

8. Dietitians with the job title of "other" will have higher QWL.

9. Higher rank, and thus higher pay will lead to higher QWL.

In reference to statements one and two, both were not supported by this research. Based on the results from this survey, clinical dietitians had higher QWL than any other group. This could be influenced by the fact that a large number of clinical dietitians work in large hospitals with at least one other dietitian, offering them greater rapport with colleagues. Many of the Directors work at small hospitals, focusing mainly on food service and have limited regular interaction with other dietitians.

In reference to statement three, there was a statistical difference between males and females in the

Perception of Informal Network section. Females rated higher QWL than males. Based on this information, males do not rate informal network of as high an importance as females rate it. Overall, though, there was no significance difference, however, in the overall perception of QWL between males and females.

This research did support the previously established statement that dietitians at larger hospitals have higher QWL than those working at small hospitals. This may be due to the variety of jobs and experiences usually available at larger hospitals, or it may be due to the availability of co-workers with which to establish informal networks. It would not be due to pay, since pay is based on rank, not job.

This research did not support statement five, that older dietitians have higher QWL than younger dietitians, but it did support statement six, that the more years of experience led to higher QWL. Based on the research available, younger dietitians had higher QWL than older dietitians. It should be noted, though, that the "older" military dietitians are younger than civilian "older" dietitians. This may be due to lack of burnout for younger dietitians and more perceived opportunities, but higher pay for dietitians who have been practicing longer and a sense of fulfillment and obtaining goals.

The research supported all areas of statement seven, except duty location. The data from this research indicated

that dietitians stationed overseas had higher QWL in several areas than dietitians stationed within the continental United States. This may be due to the fact that many people join the military to travel and see new places, and this is allowing them to fulfilling this goal. It may also be due to a different atmosphere and clientele in overseas locations, where the hospital work deals mainly with active duty members and their dependents, rather than a retired population.

The research supported statement eight. Dietitians with job titles of "other" tended to have higher QWL scores than hospital dietitians. This may be due to satisfaction with obtaining goals after many years of working their way up the business ladder. It may also be due to the variety of jobs and increased responsibility that may come with these position.

The results of this research partially supported the statement that higher rank/pay leads to higher QWL. It was found that mid-level dietitians had highest QWL, with lower and upper-level dietitians scoring lower. This is probably due to increased satisfaction with higher pay for mid- versus lower-level ranking dietitians. The lower QWL score for dietitians with higher pay may be due to other factors, such as nearing retirement and lack of further career opportunities.

It was also felt that there would be no difference in QWL for Army and Navy dietitians. The data of this research

indicated that Navy dietitians had higher perceived QWL than Army dietitians for importance of working relationships. In other areas there was no significant difference between the perceived QWL of Army and Navy dietitians.

Of the sixty-four (64) null hypotheses established for this research, 18 were rejected. For all areas except two, Perception of Informal Network and Job, and Perception of Organization's Environment and Job, there was only a significant difference found in Importance or Current Status but not both.

There was a significant difference in several areas of QWL in this research. For importance level, there was a significant difference for Current Job and personal, military, and job characteristics; for Working Relationships and personal and military variables; for Manpower Development and personal and military variables; for Co-Workers and military and job variables; for Informal Network and personal and job variables; and for Organization's Environment and job. For current status level, there was a significant difference for Current Job and education variables; for Co-Workers and education variables; for Informal Network and military, job, and education variables; and for Organization's Environment and job variables. There was no significant difference for Yourself and Work Friends and Mentors sections. These results are listed in Table XXIX, in Chapter IV.

Recommendations

Research Instrument

Several respondents commented that the instrument was difficult to understand. Lack of understanding could have led some potential respondents to choose to not complete and return the questionnaire and may also have led to careless completion or inaccurate completion which would lead to inaccurate results and questionable conclusions. To remedy this, the following recommendations may be useful.

1. A more complete explanation of QWL and how to complete the questionnaire might be helpful.

2. Evaluating the terminology used and customizing this for the population sampled may help in understanding what is being asked. This was done to some extent to change to military terminology, but assessing it for dietitian terminology might also be useful.

3. On the second page, listing the answer options, such as H / L and G / B, may help those who used incorrect letters to complete the questionnaire.

4. On the first page, the only difficulty appeared to be respondents overlooking the part of the question about their supervisor and whether he/she was a dietitian or nondietitian. Creating more space on this question may make it more apparent, so it will not be passed over.

Additional Research

1. For a true assessment of military dietitians, the Air Force needs to be included.

2. Further surveying of dietetic and hospital personnel may help tailor the instrument to this field.

3. Further research in allied fields will help in analyzing true QWL of dietitians as compared to other professionals in similar settings.

Implications

Overall, dietitians in the United States Army and Navy seem to have high perceptions of QWL in their present jobs, and there is not a significant difference in QWL between the two services. Areas to be investigated would be how Air Force dietitians compared with Army and Navy dietitians, and how they would affect the present data. The military appears to provide a fairly high QWL for dietitians of all areas of practice. This may be due to the military environment or that the dietitians create this environment for themselves.

This survey needs continued refining to make it a standard for assessing QWL of dietitians and other professionals. Continued research with this instrument may assist in accomplishing this.

The results of this survey did not concur with the results of some previously reported research. It would be useful to continue researching the military dietitians in

the future to determine whether there is a major difference in QWL between dietitians in the different Armed Services and collectively between military and civilian dietitians.

Quality of work life encompasses many areas, as evidenced by the lack of a concrete definition. In this research, eight areas of work life were investigated and most were reported as important to the United States Army and Navy dietitians. This reinforces the idea that there is no one area of a job that should be focused on to provide high QWL but many areas that must be considered in the assessment. None of the areas: yourself, current job, working relationships, manpower development, co-workers, work friends & mentors, informal network, and organization's environment, were perceived to be unimportant to the dietitians surveyed. The area with the highest average score was "Perception of Yourself", possibly indicating that self-actualization is very important in QWL, but no area is unimportant.

BIBLIOGRAPHY

Agriesti-Johnson, C. and Broski, D. Job satisfaction of dietitians in the United States. Journal of the American Dietetic Association, 1982, 81, 555-559.

Balch, D. E. and Blanck, R. Measuring the quality of work life. Quality Progress, 1989, 44-48.

Best, J. W. Research in Education. Englewood Cliffs, New Jersey: Prentice-Hall, 1981.

Bohlander, G. W. Implementing quality-of-work programs: Recognizing the barriers. MSU Business Topics, 1979, 27, 33-40.

Bowditch, J. L. and Buono, A. F. Quality of Work Life Assessment: A Survey-Based Approach. Boston: Auburn House, 1982.

Brown, J. A. C. The Social Psychology of Industry. Baltimore: Penguin, 1954, 15-16.

Browski, D. C. and Cook, S. The job satisfaction of allied health professionals. Journal of Allied Health, 1978, 7, 281-287.

Calbeck, D. C., Vaden, A. G., and Vaden, R. E. Work-related values and satisfactions. Journal of the American Dietetic Association, 1979, 75, 434-440.

Carrell, M. R. and Elbert, W. F. Some personal and organizational determinants of job satisfaction of postal clerks. Academy of Management Journal, 1974, 17, 368-372.

DeMicco, F. J. and Olsen, M. D. The relationship of work satisfaction and organizational commitment to retirement intention. Journal of the American Dietetic Association, 1988, 88, 921-927.

Fuller, S. H. How quality-of-worklife projects work for General Motors. Monthly Labor Review, 1980c, 103, 37-39.

Glaser, E. M. State-of-the art questions about quality of worklife. Personnel, 1976, 53, 39-47.

Guest, R. H. Quality of work life--learning from Tarrytown. Harvard Business Review, 1979, 57, 76-87.

Hackman, J. R. and Oldham, G. Development of the job diagnostic survey. Journal of Applied Psychology, 1975, 60, 159-170.

Heyel, C. (ed.) The Encyclopedia of Management, 3rd ed. New York: Van Nostrand Reinhold, 1982.

Huse, E. F. and Cummings, T. G. Organization Development and Change. 3rd edition. St Paul: West Publishing Co., 1985.

Jaff, C. A. Management by fun. Nation's Business, 1990, 78.

Kahn, R. L. The meaning of work: Interpretation and proposals for measurement. In: The Human Meaning of Social Change, A. Campbell and P. Converse, eds. New York: Russell Sage Foundation, 1972.

Klein, S. M. and Maher, J. R. Education level and satisfaction with pay. Personnel Psychology, 1966, 19, 195-208.

Lawler, E. E. and Mirvis, P. H. Measuring quality of worklife. . . how graphic controls assess the human side of the corporation. Management Review, 1981, 70, 54-63.

Lawler, E. E. and Ozley, L. Winning union-management cooperation on quality of worklife projects. Management Review, 1979, 68, 19-24.

Leche, K. D. Quality of worklife of dietitians with management responsibilities in health care delivery systems. (Unpub. Master's Thesis, Oklahoma State University, 1984.)

Lippitt, G. L. Quality of work life: Organization renewal in action. Training and Development Journal, 1978, 32, 4-10.

Liu, Y. A. A quality of work life assessment of Oklahoma dietitians. (Unpub. Master's thesis), Oklahoma State University, 1992.

McNeil, G. F., Vaden, A. G., and Vaden, R. E. Job satisfaction is high for hospital food service directors. Hospitals, 1981, 55, 106-111.

MicroSoft Corporation, Version 4.0, 1992.

Monsen, E. R. & Cheney, C. L. Research methods in nutrition and dietetics: Design, data analysis, and presentation. Journal of the American Dietetic Association, 1988, 88, 1047-1069.

Myrtle, R. C. Problems and job satisfactions of administrative and clinical dietitians. Journal of the American Dietetic Association, 1978, 72, 295-298.

Nadler, L. Quality of work life, productivity, and . . . . Training and Development Journal, 1981, 35, 32-35.

Porter, L. W. A study of perceived need satisfactions in the bottom and middle management jobs. Journal of Applied Psychology, 1961, 45, 1.

Rehn, B. L., Stallings, S. F., Wolman, P. G. and Cullen, R. W. Job satisfaction of South Carolina dietitians. Journal of the American Dietetic Association, 1989, 89, 7.

SAS Institute Incorporated, Version 5, Cary, North Carolina, 1985.

Scobel, D. The quality of work life: A vision. Training and Development Journal, 1980, 34, 38-40.

Sekscenski, E. S. Job tenure declines as work force changes. Monthly Labor Review, 1979, 102(12), 48-55.

Sheppard, H. L. and Herrick, N. Q. Where Have All the Robots Gone? New York: Free Press, 1972.

Skrovan, D. J. A brief report from the ASTD quality of work life task force. Training and Development Journal, 1980, 34, 29.

Smith, F., Roberts, J. H., and Hulin, C. Ten year job satisfaction trends in a stable organization. Academy of Management Journal, 1976, 19, 462-469.

Sweeney, K. M. Can workplace democracy boost productivity? Business Society Review, 1982, 43, 10-15.

Taylor, M. A quality of work life assessment of dietitians in business and industry. (Unpub. Master's Thesis), Oklahoma State University, 1984.

Tansiongkun, V. and Ostenso, G. L. Job satisfaction in hospital dietetics. Journal of the American Dietetic Association, 1968, 53, 202-210.

Tuttle, T. C. Measuring productivity and quality of working life. National Forum, The Phi Kappa Phi Journal, 1982, LXII, 5-7.

Vermeersch, J. A., Feeney, J. J., Wesner, K. M., and Dahl, T. Productivity improvement and job satisfaction among public health nutritionists. Journal of the American Dietetic Association, 1979, 75, 637-640.

APPENDIXES

APPENDIX A

CORRESPONDENCE

11 Feb 92

Dear Armed Services Dietitian:

We would appreciate your assistance in a research project being conducted in the Department of Nutritional Sciences at Oklahoma State University. The study is concerned with assessing the Quality of Work Life of Dietitians in the Armed Services.

Quality of Work life (QWL) measures the impact that your work has on you and your organization's effectiveness. The survey deals with your perceptions about the importance and status of: your personal goals, your job, direct working relationships, the organization, co-workers, work friends, informal network, and the organization's environment. It is importnat that you focus on the reality of your present job, not an ideal situation or past job.

Having served almost four years on active duty, I realize the additional challenges that face military dietitians, such as telephone recalls, duty during wartime situations, regular PCS moves, and limited budgets. I also realize that it takes a special type of individual to commit himself/herself to military service. We are interested in assessing whether the additional challenges affect your perceptions about the quality of your work life.

Results will not be identified with any individual; they will be reported only in general groupings. Completion of hte survey is completely voluntary, and refusal to complete the survey will not result in any adverse action. After completing the questionnaire, please fold, staple and return it to us on or before 15 Mar 92. This questionnaire takes approximately 15 minutes to complete. If you have any questions, please call us at (405)744-4952 or (405)744-5040. Thank you for your assistance.

Sincerely,

Susan Woods, RD, LT, USAFR
Graduate Student

Lea Ebro, PhD, RD
Professor

89 South University Place #2
Stillwater, Oklahoma 74075
June 13, 1992

Dear Army Dietitian:

This is the second mailing for this quality of work life questionnaire. If you have already completed the questionnaire, thank you for your help in completing my Master's thesis. If you have not completed the questionnaire, I would appreciate your help in completing my degree requirements.

This questionnaire has been sent to dietitians in the Navy and the Army. Because the Navy had such a good return rate (57%), I need to receive more questionnaires from the Army in order to be able to compare results of the two services.

Some people have expressed having some difficulty with completing the second page of the questionnaire. Because this section is copyrighted and previously tested, I am not at liberty to make significant changes. I have found it easiest to fill out the column for Importance first, and then go back and complete the column for Current status. Under these headings you are to choose, first, whether the phrase is important (H) or not important (L) in how you judge the quality of your working life, then you specify whether your current job meets (G) or does not meet (B) this. If you understand the questionnaire fairly well, it should not take more than 15 minutes to complete. If a further explanation would be helpful, please feel free to call at (day)(405) 372-1480 ext 458 or (evening) (405) 744-4952 and ask for Susan.

Sincerely,

Susan G. Woods

APPENDIX B

RESEARCH INSTRUMENT

QUALITY OF WORK LIFE QUESTIONNAIRE

Directions:
Please complete the following general information by circling or filling in the blank.

PERSONAL

1. Gender: 1. M 2. F

2. Age: 1. <30 2. 30-40 3. 41-50 4. 51+

3. Racial or ethnic background:

1. White 2.Hispanic 3. Native American 4. Black
5. Asian 6. Other:_____

4. Marital status: 1. Single 2. Married 3. Divorced
4. Widowed

5. Years in Dietetics Practice: 1. 0-5 yr 2. 6-12 yr
3. 12+ yr

MILITARY

6. Rank: 1. O-1 2. O-2 3. O-3 4. O-4 5. O-5
6. O-6 7. O-7

7. Duty Location: 1. CONUS 2. OVERSEAS

8. Branch of Service: 1. Air Force 2. Army 3. Navy

9. Supervisor: Dietitian or Nondietitian
Rank: 1. O-2 2. O-3 3. O-4 4. O-5 6. O-6+

10. Years in service: _____ yrs

11. How many total years do you expect to stay on active duty?

1. 3-6 yr 2. 7-12 yr 3. 12-16 yr 4. 16-20 yr
5. 20+ yr

If you are planning to separate before retirement, what is(are) your reason(s)?

1. Family commitments 2. Unhappy with job
3. Medical reasons
4. Unhappy with the military 5. Other_____

CURRENT JOB

12. Number of other dietitians at facility: _____

13. Size of Hospital: 1.<50 beds 2.51-100 beds
3.101-200 beds 4.201-400 beds 5.401+ beds

14. General Job Title: 1.Clinical Dietitian
2.Head of Clinical 3.Head of Food Production
4.Director of Nutrition Department 5.Other: _____

15. Time in current position: _____ years _____ months

EDUCATION

16. Education Level: 1. BS Major: _____
2. MS Major: _____
3. PhD Major: _____

17. Route to registration:
1. Internship: a. Military b. Nonmilitary
2. CUP 4. MS w/ 6 mo experience
3. AP4 5. MS w/ Assistantship

6. Other, explain: _____

QUALITY OF WORKLIFE QUESTIONNAIRE

Quality of work life (QWL) is a measurement of the impact that your work as on you and your organization's effectiveness. The following questions ask for your evaluation of conditions at your place of employment. The questions are divided into sections that examine **YOUR PERCEPTIONS** of areas that have a direct impact on you, the people you work with, and the various administrative processes that affect you on a day-to-day basis. Evaluate the following items, within their subheadings, in two areas as indicated by the two columns:

1. **I**mportance(I) - High (H) or Low (L)
2. **C**urrent **S**tatus (CS) of present job - Good(G) or Bad(B)

If an area does not apply to you, mark N/A, eg Union.

A. Perception of yourself

I	CS	
( )	( )	Formal education
( )	( )	Career choices
( )	( )	Stress coping techniques
( )	( )	Personal growth
( )	( )	Life planning
( )	( )	Job search ability
( )	( )	Individual goal setting
( )	( )	Self-respect and dignity
( )	( )	Personal pride
( )	( )	Autonomy

B. Perception of Current Job

I	CS	
( )	( )	Job descriptions
( )	( )	affiliation
( )	( )	Job design
( )	( )	Training and retraining
( )	( )	Job rotation
( )	( )	Concern for human needs
( )	( )	Tools to do the job
( )	( )	Task feedback
( )	( )	Distribution of work
( )	( )	On the job accident rates
( )	( )	workplace
( )	( )	Sense of ownership
( )	( )	growth

C. Perception of Working Relationships

I	CS	
( )	( )	Supervisor relationships
( )	( )	Supervisor adaptability
( )	( )	Subordinate relationships
( )	( )	Subordinate adaptability
( )	( )	Peer relationships
( )	( )	Union relationships
( )	( )	Union adaptability
( )	( )	Counseling and coaching
( )	( )	weight
( )	( )	Interpersonal communication

D. Perception of Manpower Development

I	CS	
( )	( )	Recruitment and selection procedures
( )	( )	Employment practices prescribed by law
( )	( )	New employee orientation
( )	( )	Career planning
( )	( )	Outpatient services
( )	( )	Pre-retirement planning
( )	( )	Responsible management
( )	( )	Responsible union
( )	( )	Consistency of treatment
( )	( )	Recognition of individuals

E. Perception of Co-workers

I	CS	
( )	( )	Physical layout of work area
( )	( )	Leader development training
( )	( )	Individual incentives
( )	( )	Individual recognition
( )	( )	Fair treatment
( )	( )	Fair work allocation
( )	( )	Mutual respect
( )	( )	Competition
( )	( )	Cooperation
( )	( )	Sense of belonging

F. Perception of Work Friends & Mentors

I	CS	
( )	( )	Union or association
( )	( )	Support of service groups
( )	( )	Informal networks
( )	( )	Depth of friendship
( )	( )	Social groups and clubs
( )	( )	Recognition of talents
( )	( )	Utilization of talents
( )	( )	Support in time of need
( )	( )	Friendships extend beyond the
( )	( )	workplace
( )	( )	Contributions to professional
( )	( )	growth

G. Perception of Informal Network

I	CS	
( )	( )	Team building
( )	( )	Work systems analysis
( )	( )	Shared leadership
( )	( )	Shared tasks
( )	( )	Informal organization
( )	( )	Mutual cooperation
( )	( )	Respect for ideas of others
( )	( )	Everyone carries their own
( )	( )	weight
( )	( )	Constructive use of conflict
( )	( )	Public debate tolerated

H. Perception of Organization's Environment

I	CS	
( )	( )	Human resources or personnel department
( )	( )	Relocation practices
( )	( )	Formal communication channels
( )	( )	Task force operations
( )	( )	Mission statement
( )	( )	Compensation package
( )	( )	Ethical image
( )	( )	Benefit package
( )	( )	Communications during time of work cutback (RIF)
( )	( )	On the job emergency medical treatment

APPENDIX C

MILITARY RANK

MILITARY RANK STRUCTURE OF
ARMY AND NAVY OFFICERS

RANK	ARMY	NAVY
O-1	2nd Lieutenant	Ensign
O-2	1st Lieutenant	Lieutenant JG
O-3	Captain	Lieutenant (LT)
O-4	Major	LT Commander
O-5	LT Colonel	Commander
O-6	Colonel	Captain

Ranks do continue above O-6, but respondents to this survey were O-6 or below.

APPENDIX D

MEANS FOR ANALYSES OF VARIANCE

IMPORTANCE OFCURRENT
JOB AND AGE

AGE GROUP	N	MEAN
<30	11	8.727
30-40	30	8.433
41-50	18	5.667

IMPORTANCE OF WORKING RELATIONSHIPS
AND YEARS IN DIETETIC
PRACTICE

YEARS IN DIETETICS	N	MEAN
0-5	12	7.583
6-12	22	8.955
12+	25	8.680

IMPORTANCE OF CURRENT JOB AND YEARS
OF MILITARY SERVICE

YEARS OF MILITARY SERVICE	N	MEAN
0-6	17	8.412
7-15	25	7.520
16-20	9	9.667
21+	8	4.125

IMPORTANCE OF CURRENT JOB
AND MILITARY RANK

RANK	N	MEAN
O-1	0	
O-2	4	7.250
O-3	28	8.643
O-4	12	7.333
O-5	12	6.833
O-6	3	3.333

IMPORTANCE OF MANPOWER DEVELOPMENT AND
YEARS OF MILITARY SERVICE

YEARS OF MILITARY SERVICE	N	MEAN
0-6	17	8.353
7-15	25	8.080
16-20	9	10.000
21+	8	5.500

CURRENT STATUS OF INFORMAL NETWORK
AND YEARS OF EXPECTED
ACTIVE DUTY

YEARS OF EXPECTED ACTIVE DUTY	N	MEAN
0-6	7	6.714
7-15	7	4.429

CURRENT STATUS OF INFORMAL NETWORK AND
EXPECTED YEARS OF MILITARY
ACTIVE DUTY

YEARS OF ACTIVE DUTY	N	MEAN
16-20	20	4.600
21+	23	8.478

CURRENT STATUS OF INFORMAL NETWORK
AND YEARS OF MILITARY SERVICE

YEARS OF MILITARY SERVICE	N	MEAN
0-6	17	8.471
7-15	25	4.560
16-20	9	7.444
21+	8	7.375

IMPORTANCE OF CO-WORKERS AND
HOSPITAL SIZE

HOSPITAL SIZE	N	MEAN
<50 BEDS	5	4.400
51-100 BEDS	17	6.706
101-200	9	6.778
201-400	8	4.375
401+	9	9.889

CURRENT STATUS OF INFORMAL NETWORK
AND NUMBER OF OTHER
DIETITIANS

NUMBER OF OTHER DIETITIANS	N	MEAN
0	15	5.267
1	13	7.692
2	3	9.667
3	5	7.800
4	4	2.250
5	4	5.000
6	4	9.750
7	4	2.500
8	6	8.333
9	1	9.000

IMPORTANCE OF ORGANIZATION'S
ENVIRONMENT AND
HOSPITAL SIZE

HOSPITAL SIZE	N	MEAN
<50	5	2.400
51-100	17	9.235
101-200	9	7.889
201-400	8	6.500
401+	9	9.000

CURRENT STATUS OF THE ORGANIZATION'S ENVIRONMENT AND JOB TITLE

JOB TITLE	N	MEAN
CLINICAL DIETITIAN	2	9.500
HEAD OF CLINICAL	4	3.000
HEAD OF FOOD PRODUCTION	5	2.600
DIRECTOR OF NUTRITION	27	4.889
OTHER	20	7.150

VITA

Susan Gail Woods

Candidate for the Degree of

Master of Science

Thesis: A QUALITY OF WORK LIFE ASSESSMENT OF UNITED STATES ARMY AND NAVY DIETITIANS

Major Field: Nutritional Sciences

Biographical:

Personal Data: Born in Houston, Texas, April 6, 1965, the daughter of Edward and Norma Woods.

Education: Attended Graceland College, Lamoni, IA; received Bachelor of Science Degree in May, 1987, from Texas Tech University; completed the United States Air Force internship in Dietetics at Malcolm Grow Medical Center, Andrews AFB, MD, in May 1988; attained Dietetic Registration in October 1988; completed requirements for the Master of Science degree at Oklahoma State University in December 1992.

Professional Experience: Chief of Clinical Dietetics and Director of Nutritional Medicine at Carswell Air Force Base, Texas, June 1988-August 1990; Graduate Teaching Assistant at Oklahoma State University, August 1990-January 1991 and August 1991-February 1992; Clinical Dietitian at Travis Air Force Base, CA, Feb 1991-April 1991; Director of Nutritional Medicine at Elmendorf Air Force Base, AK, April 1991-August 1991; Owner of Pampered Palate Catering in Stillwater, OK, November 1991-present; Clinical Dietitian at Stillwater Medical Center, OK, April 1992-present.

Professional Organizations: American Dietetic Association, Oklahoma Dietetic Association, Phi Upsilon Omicron, United States Air Force Reserves.